

# CEO

THE MAGAZINE FOR HIGH-LEVEL EXECUTIVES



## *Lifestyle*

Pretty Beach House

Aston Martin Vantage V12 S

The Bridge Room

Father's Day gift guide

**The three-in-one CEO**  
**How the wealthy get rich**  
**Collaborate to innovate**

Mind  
over

MOUNTAINS

**Cheryl Bart AO:**  
Pushing limits, taking  
risks, and conquering  
corporate challenges

# UNMISTAKABLY MASERATI.



## INTRODUCING THE GRANTURISMO MC SPORTLINE.

THE DISTILLATION OF OVER A CENTURY OF ITALIAN RACING HERITAGE. SPORTY DESIGN GIVES THIS PERFORMANCE COUPE AN AESTHETIC EDGE, WHILE ITS SIGNATURE 4.7L ENGINE ENSURES IT CAN PULL AWAY FROM THE CROWD, NOT JUST STAND OUT FROM IT. FOR A TRULY EXHILARATING DRIVE VISIT YOUR MASERATI DEALER TODAY.

GRANTURISMO MC SPORTLINE: ENGINE CAPACITY: 4691 CC - MAX POWER: 460 HP AT 7000 RPM - MAX TORQUE: 520 NM AT 4750 RPM - MAX SPEED: 300 KM/H (MC SHIFT) 0-100 KM/H: 4.7 SECS (MC SHIFT) - FUEL CONSUMPTION (COMBINED): 15.5 L/100 KM (MC SHIFT)\*

\*As per Australian design rule (ADR) 81/02.

[www.maserati.com.au](http://www.maserati.com.au)





## CONTACTS

SYDNEY - CBD & SOUTH 1300 708 906  
SYDNEY - NORTH 1300 973 123  
MELBOURNE - RICHMOND 1300 971 677  
MELBOURNE - CBD 1300 675 673  
BRISBANE 1300 707 147  
ADELAIDE 1300 856 429  
PERTH 1300 795 369



**MASERATI**  
*GranTurismo*



**BORED WITH YOUR REALITY  
AND DREAMING OF  
SOMETHING MORE?**



**LET YOUR IDEAS  
GO WILD  
IN BRAZIL**



[www.unstoppables.com.au](http://www.unstoppables.com.au)







30 JAN - 10 FEB  
2016

Join entrepreneurs, thought leaders, visionaries and business men and women keen to expand their mind in the Amazon.

It's time to let your *Ideas Go Wild* and start thinking outside of the box.

## AMAZING PEOPLE. AMAZING PLACES. AMAZING RESULTS.

In January 2015 our 106 people strong think tank in Antarctica led to extreme results:



**\$15 million**

was invested in  
their companies  
(inconclusive data)

**25%** got investment in  
their businesses

**68%** formed  
a business while  
on the boat



**98+** new  
innovative businesses  
were formed

**70%**  
of people seeking  
sponsorship,  
mentorship and  
JVs secured it



**\$32 million**  
was offered in  
strategic alliances,  
partnership and  
sponsorship



**40%** of people invested  
in someone else's business

Source:  
Unstoppable survey

All CEO Magazine readers get a 7% discount with the code CEOMAGAZINE. Visit [unstoppables.com.au/amazon](http://unstoppables.com.au/amazon) to find out more.



**UNSTOPPABLES**

Proudly sponsored by

Unstoppables Events and Products PTY LTD ACN 147 769 926 terms and conditions for the Amazon 2016 - Ideas Gone Wild event can be found on our website <http://unstoppables.com.au/terms-and-conditions/>.





**AICC LEADERSHIP IN FOCUS SERIES**

# Risk AND Reward

Lawyer, company director, and adventurer Cheryl Bart shares her insights into the corporate world and why taking risks is essential in her business and personal life.

**C**heryl Bart AO has climbed to great heights, both metaphorically in the business world and literally as a record breaking adventurer and mountain climber. The lawyer and company director, who is the daughter of European emigrants who fled to Australia following World War II, knows that hard work and getting paid your money pay off. The CEO Magazine spoke to Cheryl about her involvement with the Australia-Israel Chamber of Commerce, her advice on getting more women on boards, and what climbing those frozen mountain peaks means to you about business.

**The CEO Magazine:** In part of the AICC's Leadership in Focus Series, can you tell us a little bit about your relationship with AICC and how you started out with the Chamber?

**Cheryl:** The AICC is arguably the leading chamber of commerce in Australia, connecting business and trade between Australia and Israel. Through its events and member networks it also provides essential business-to-business links within Australia. I have had a long association with the AICC, from being a keynote speaker at events, to a speaker at others, and member at events over the years.

I am involved in a few bilateral investment between Australia and Israel. I am a non-executive director and on the audit committee of a digital health board, Aude Pacific Holdings Limited, which is listed in Israel and listed on the ASX. Aude Pacific Limited, founded in July 2014, has developed a revolutionary technology of platforms for expediting travel, thus enabling the production of a variety of new generation of products that will exceed the performance specifications and design demands of the world's top commercial aircraft manufacturers.

The company's patented technology employs entirely novel sensors directly from a digital audio stream using its cost-effective microelectromechanical resonators (MEMS) rather than conventional piezoelectric elements. This innovative method for the production of audio products that deliver performance of many orders of magnitude better than conventional speaker technologies, all in an affordable package that is only one millimetre thick.

My family is also the major shareholder in another exciting start-up company, Immersive Therapies Ltd, which is at the cutting edge of personal innovative cancer treatment for all types of metastatic cancer using low T cells. David Hocking originally came from the Office of the Chief Scientist in Israel. The lab and factory we based in Jerusalem, with phase three trials planned to commence this year in the US and Thailand. The T

**"The AICC is arguably the leading chamber of commerce in Australia, connecting business and trade between Australia and Israel."**  
Cheryl Bart

The CEO Magazine - September 2015 15



# CONTENTS

## Executives in Focus

- 18 **AICC Leadership in Focus Series**  
Cheryl Bart AO  
Risk and Reward
- 24 **Alistair McGeorge, Big W**  
Reinvigorating Retail
- 36 **Peter Horgan, OMD Australia**  
Sharp Insights, Smart Ideas
- 40 **David Fricker, National Archives of Australia**  
Your Story, Our History
- 44 **Tom Manwaring, Express Travel Group**  
Talking Travel
- 52 **Kevin Young, Sydney Water**  
Testing the Waters
- 60 **Paul O'Neile, Boost Mobile**  
The Boost Community
- 70 **Sean Hallahan, Tata Global Beverages**  
The Future of Work
- 74 **John Roca, Sydney City Toyota and Sydney City Lexus**  
Driving Change
- 78 **Richard Bond, Ashley and Martin**  
Getting a Head Start
- 88 **John Merritt, VicRoads**  
Road to Reinvention
- 92 **Martin Barrett, Auswide Bank**  
Bank on It



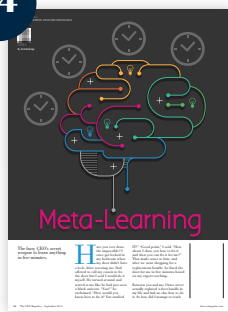
14



48



84



## Lifestyle

- 102 **Out & About**  
All things interesting near you
- 104 **A Serene Escape**  
Pretty Beach House is the ultimate luxury getaway
- 108 **Long Island in Bentley Style**  
Taking in Long Island's famous mansions from behind the wheel of a Bentley
- 112 **La Villa des Orangers**  
A private mansion turned splendid hotel in Marrakech
- 114 **The Royal Treatment**  
The most discerning world travellers fly Royal Jet
- 116 **Vantage Point**  
Aston Martin's Vantage V12 S has plenty of buzz under the bonnet
- 120 **Raise a Glass**  
A cocktail class with a view at the InterContinental Sydney
- 122 **Father's Day**  
*The CEO Magazine's Father's Day gift guide*
- 124 **How to Accessorise like a Boss**  
Adding that finishing touch to every outfit
- 126 **Business or Pleasure**  
The Bridge Room is a delicious destination in Sydney
- 129 **Staying Healthy When Travelling**  
Some helpful tips to stay healthy on the road

## Events

- 14 **The CEO Magazine's Executive of the Year Awards finalists**

## In the Office

- 32 **The Truthsayer**  
Truthfulness should be an important value in business
- 34 **The Power of Messaging**  
Learning the tools of effective public speaking
- 48 **Female Mentorship**  
Mentoring can help women to succeed in the workplace
- 50 **The Three-in-One CEO**  
Understanding the difference between administration, leading, and managing
- 64 **How the Wealthy Get Richer**  
Managing family wealth with trusts
- 67 **The CEO Magazine's Share Tips**
- 68 **Business Sale Mythsakes**  
The myths and realities of selling a private business
- 82 **Innovate to Collaborate**  
Humanity: Digital collaboration's missing ingredient
- 84 **Meta-Learning**  
The busy CEO's secret weapon to learn anything in five minutes
- 86 **Effective Backups**  
Four reasons why CEOs should prioritise data backups

108



114



122



## Regulars

- 8 **From the CEO**
- 10 **In the Press**
- 12 **Flashpoint**  
Billion Dollar Blowout
- 98 **CEO Philanthropy**  
safe steps Family Violence Response Centre
- 128 **Advertiser Directory**
- 130 **The Last Word**  
The Business of Writing



By Chris Dutton

# WINNERS NEVER QUIT

After receiving a record number of applications and an exhaustive selection process, we are excited to announce the finalists for the 2015 Executive of the Year Awards. Congratulations to all the finalists, who are listed on page 14. Book your tickets at [theceomagazine.com](http://theceomagazine.com) for the gala awards dinner.

As part of our Leadership in Focus series, in partnership with the Australia-Israel Chamber of Commerce, we are very pleased to have Cheryl Bart AO on our September cover. Cheryl spoke with us about the importance of mentoring and why taking risks is essential in her business and personal life. Read the full interview with her on page 18.

As well as our cover story on Cheryl, we also have exclusive interviews with top executives including Big W's Alistair McGeorge (page 24) and Sydney Water's Kevin Young (page 52).

In our Management and Leadership section, Jennifer Elliott's 'The Truthsayer' looks at the fears that drive leaders to lie, and why telling the truth will make your business and leadership stronger (page 32). Anurag Chakradhar, a new contributor to our Innovation and

Technology section, examines why humanity is digital collaboration's missing ingredient (page 82).

This month in Lifestyle, we visit the recently reopened Pretty Beach House (page 104). This luxury lodge is one of the finest places to stay in Australia, and a weekend spent there is truly a once-in-a-lifetime experience. International travel writer Robert La Bua heads to Long Island (page 108) to cruise the coast in a Bentley while visiting some of the area's spectacular mansions.

Automotive writer Karl Peskett checks out the new Aston Martin Vantage V12 S (page 116). Learn how to complete your outfit with some stylish accessories (page 124), and discover some tips on how to stay healthy while travelling (page 129).

I'd love to hear your thoughts about the publication at [ceo@theceomagazine.com](mailto:ceo@theceomagazine.com). In the meantime, stay updated at [theceomagazine.com](http://theceomagazine.com).

Chris Dutton  
CEO

CEO  
Chris Dutton - [ceo@theceomagazine.com](mailto:ceo@theceomagazine.com)

PUBLISHING DIRECTOR  
Daniel Di Loreto - [daniel.diloreto@theceomagazine.com](mailto:daniel.diloreto@theceomagazine.com)

SALES AND DIGITAL MARKETING DIRECTOR - ASIA PACIFIC  
Natalie Kant - [natalie.kant@theceomagazine.com](mailto:natalie.kant@theceomagazine.com)

MANAGING EDITOR  
Edwina Dittmer - [edwina.dittmer@theceomagazine.com](mailto:edwina.dittmer@theceomagazine.com)

WRITERS/JOURNALISTS  
Skye Hoklas - [skye.hoklas@theceomagazine.com](mailto:skye.hoklas@theceomagazine.com)  
Lauren Ingram - [lauren.ingram@theceomagazine.com](mailto:lauren.ingram@theceomagazine.com)

HEAD WRITER, INTERNATIONAL TRAVEL  
Robert La Bua

SUB EDITOR  
Les Savage

ART DIRECTION AND DESIGN  
Caitlin Bertinshaw - [caitlin.bertinshaw@theceomagazine.com](mailto:caitlin.bertinshaw@theceomagazine.com)

GRAPHIC DESIGNER  
Anna Davi - [anna.davi@theceomagazine.com](mailto:anna.davi@theceomagazine.com)

PRODUCTION COORDINATOR  
Ciara Evans - [ciara.evans@theceomagazine.com](mailto:ciara.evans@theceomagazine.com)

DIGITAL MARKETING MANAGER  
Sally Jooste - [sally.jooste@theceomagazine.com](mailto:sally.jooste@theceomagazine.com)

HEAD OF WEB DEVELOPMENT  
Jay Milo - [jay.milo@theceomagazine.com](mailto:jay.milo@theceomagazine.com)

WEB DEVELOPER  
Daniel Gundi - [daniel.gundi@theceomagazine.com](mailto:daniel.gundi@theceomagazine.com)

DIGITAL MEDIA MANAGER  
Uyen Vu - [uyen.vu@theceomagazine.com](mailto:uyen.vu@theceomagazine.com)

NATIONAL DISPLAY AND SPONSORSHIP MANAGER  
Brian Holland - [brian.holland@theceomagazine.com](mailto:brian.holland@theceomagazine.com)

SENIOR MEDIA AND COMMUNICATIONS MANAGERS  
Karen Gunn - [karen.gunn@theceomagazine.com](mailto:karen.gunn@theceomagazine.com)  
Maria Strangio - [maria.strangio@theceomagazine.com](mailto:maria.strangio@theceomagazine.com)  
Steve Summers - [steve.summers@theceomagazine.com](mailto:steve.summers@theceomagazine.com)

MEDIA AND COMMUNICATIONS MANAGERS  
Brett Caine - [brett.caine@theceomagazine.com](mailto:brett.caine@theceomagazine.com)  
Ben Cave - [ben.cave@theceomagazine.com](mailto:ben.cave@theceomagazine.com)  
Dylan Dunkley - [dylan.dunkley@theceomagazine.com](mailto:dylan.dunkley@theceomagazine.com)  
Mark Feledi - [mark.feledi@theceomagazine.com](mailto:mark.feledi@theceomagazine.com)  
Elizabeth Manio - [elizabeth.manio@theceomagazine.com](mailto:elizabeth.manio@theceomagazine.com)  
Lynelle Nevin - [lynelle.nevin@theceomagazine.com](mailto:lynelle.nevin@theceomagazine.com)  
Kevin O'Donovan - [kevin.odonovan@theceomagazine.com](mailto:kevin.odonovan@theceomagazine.com)  
Shaun Pond - [shaun.pond@theceomagazine.com](mailto:shaun.pond@theceomagazine.com)  
Shaun Thistlethwaite - [shaun.thistlethwaite@theceomagazine.com](mailto:shaun.thistlethwaite@theceomagazine.com)

CONTRIBUTORS  
Anurag Chakradhar, Martin Chimes, Jennifer Elliott, Vanessa Gavan,  
Lincoln Goldsmith, AJ Kulatunga, Nigel Lake, Olivia Maragna,  
Karl Peskett, Modi Song, Paul Southwick

ACCOUNTS  
Craig Bounds - [accounts@theceomagazine.com](mailto:accounts@theceomagazine.com)

OFFICE MANAGEMENT/SUBSCRIPTIONS  
Brooke Deak - [brooke.deak@theceomagazine.com](mailto:brooke.deak@theceomagazine.com)



Cover image courtesy of Australia-Israel Chamber of Commerce

**The CEO Magazine**  
Level 1, 7 Grosvenor Place, Brookvale, NSW 2100  
Phone: (02) 8925 7400  
[theceomagazine.com](http://theceomagazine.com)

All copy appearing in The CEO Magazine is copyright. Reproduction in whole or part is not permitted without written permission. Any financial advice published in The CEO Magazine has been prepared without taking into account the objectives, financial situation or needs of any reader. Neither The CEO Magazine nor the publisher nor any of its employees hold any responsibility for any losses and/or injury incurred (if any) by acting on information provided in this magazine.

Printing by



Distribution by







# Reliable bitumen supply is your road to success. **Nigel shows the way.**

At Viva Energy, dedicated experts like Nigel ensure you have access to reliable supply and technical advice.

Viva Energy is the exclusive licensee of quality Shell Bitumen products, driven by people who care about your business and peace of mind.

[vivaenergy.com.au](http://vivaenergy.com.au)



**Driven by People**



**Shell Licensee**

# Driverless cars put to the test

In a national first, the South Australian Government will begin road testing driverless cars this November. Supported by the independent road research agency ARRB Group and leading local and international experts from industry and academia,



including technology partners Telstra and Bosch and automotive partner Volvo, the vehicle demonstration trials will seek to understand what is required to make driverless technology appropriate for Australian roads and safe for road-users.

## *SUPER CHANGE*

Australian employers must finalise their implementation of SuperStream by 31 October—a compulsory government initiative to make superannuation more efficient industry-wide. The ATO is advising companies who have not yet made the change to speak with their service provider, accounting professional, or super fund to help find a solution that best suits their business needs. Philip Hind, ATO's National Program Manager, Data Standards and E-Commerce (SuperStream), says SuperStream is delivering real benefits for business, reducing time and costs. "SuperStream is making super contributions super simple," he explains. "Under SuperStream, employers need now make just one electronic transaction covering all employees, and this can considerably cut the time it takes to make super contributions."



# Foreign buyers purchasing property



NAB's quarterly residential property survey has found that one in 10 properties in Australia are being purchased by foreign buyers, even after a tightening of foreign ownership laws. It's greater in Victoria, where 17.5 per cent of established apartments are purchased by foreign owners, with the figure sitting at 12.6 per cent in New South Wales.

# GPT GROUP NAMES NEW CEO



Property management company GPT Group has announced Bob Johnston as its new chief executive officer. The appointment follows the resignation of current CEO Michael Cameron, who is taking up the helm as the managing director of Suncorp. Bob will join GPT in January, and bring with him more than 28 years experience in the property sector.

# Australian living standards rise

A nationwide survey has revealed that while Australian living standards are rising, they are doing so at a slower rate than in years previous. According to the latest budget report from the National Centre for Social and Economic Modelling, household disposable income grew by 1.1 per cent in the year to March. "We are coming off 20 years of record growth, so this is not really a bad outcome," NATSEM research fellow Ben Phillips says. The survey also revealed that those under 35 experienced higher rises in living standards over the past two decades than older generations.



# *Weather warning win*



The Bureau of Meteorology will have the ability to deliver faster and more accurate weather forecasting and warning services after the acquisition of a new supercomputer. Announced in this year's federal Budget and scheduled to begin operation in mid 2016, the technology will enable the BOM to provide more timely and localised information to the public about thunderstorms, cyclones, floods, and wind changes in fire weather.



# WHAT THE WORLD NEEDS NOW IS SIMPLE.

At the end of 2009, 5 per cent of the world's population owned smartphones. Four years later, that figure jumped to 22 per cent. Currently, 1.7 billion people are on social networks. Over the next three years, that audience will surpass 2.55 billion. And cloud computing – a US\$41 billion business in 2011 – will grow to a US\$241 billion business in that same time frame.

While all of these advancements have improved our lives and provided us with greater opportunities for innovation than ever before, they have also accelerated the rise of an entirely new problem: unprecedented and crippling complexity.

**The world may be getting smarter, but it hasn't gotten any easier.**

Never before have we invested more in our pursuit to innovate. People are working harder than ever, yet we're actually accomplishing less. Productivity growth in almost every advanced economy is slowing or even declining, according to the OECD.

Complexity is becoming the most intractable issue of our time, an epidemic of wide-ranging proportions, affecting our lives, our work and even our health. But this substantial personal toll pales in comparison to the negative pressure complexity exerts on the collective bottom line. The 200 biggest companies in the world are losing over 10 per cent of their annual profit because of complexity – over US\$237 billion.

How do we pull ourselves out from this expanding quagmire of complexity?

**The answer is simple.**

While technology is clearly contributing to the problem, it also holds the solution –

a different kind of solution built on the idea that sophisticated technology doesn't have to be complicated technology.

In a world besieged by complexity, "simple" wins. It brings clarity instead of confusion, action over paralysis. Simple allows companies and organisations to redefine the way they run by cutting across silos and fragmented, outdated processes. It creates a single platform to open up innovation and allow for scale across the business. And provides a single, global business network that can manage vast resources and processes in the simplest way possible.

**But achieving simple won't be easy.**

Simple is hard. It's not just about making things easier – it's about mastering the complexity that is inevitable and turning it into a competitive advantage. And to do so successfully takes years of practical experience solving and conquering the world's most complex technological challenges.

**If we simplify everything, we can do anything. We just need to run simple.**

Running simple will have far-reaching implications for every industry. It will generate new opportunities for innovation and growth. Forge new partnerships in the digital economy. Create unique advantages for small and medium-sized businesses. Making it simple for organisations to implement better solutions and simple for people to more easily control the complexity in their lives.

In the coming weeks, you'll hear more from SAP on the many ways we can help reduce the complexity that is the real enemy of innovation. We invite you to read more at [sap.com/australia/simple](http://sap.com/australia/simple). Because right now, it's exactly what the world really needs.



Run Simple



# Billion DOLLAR Blowout

Can you escape the status quo thinking that blinds you to both risk and opportunity?



By Nigel Lake

“The biggest risk is not taking any risk. In a world that is changing really quickly, the only strategy that is guaranteed to fail is not taking risks.”

So said Mark Zuckerberg in October 2011, seven months before Facebook’s US\$104-billion IPO.

Since then, the company’s market value has had some ups and downs, but rather more of the former than the latter, reaching a peak market value of close to US\$250 billion, incredible for a company that is just 11 years old.

Along the way, it has made quite a few acquisitions. Many of these have been small investments in technology, capabilities, and people. Others have been much larger, and arguably highly defensive in nature. The latter includes the purchase of WhatsApp for US\$22 billion in February 2014 and Instagram for US\$1 billion in April 2012, just before the IPO. Both target companies were rapidly gaining traction with consumers for applications that were dangerously close to Facebook’s core business. So buying these businesses made eminently good sense, even as a purely defensive play.

Millions of technology students and would-be entrepreneurs dream of turning their ideas into something worth a billion dollars, or even more. But what about the opposite? In every industry, the largest companies have typically been built by a combination of organic growth and major acquisitions. Indeed, in many sectors, there has been no alternative to M&A if you have wanted to stay near the top of the curve for economies of scale. But no matter what the attractions of large-scale acquisitions (and I’ve seen plenty in my career), it’s important to remember how many companies have managed to turn \$10-billion investments (or even more) into nothing, in just a few short years.

Microsoft acquired the mobile phone business of Nokia in April 2014. Barely a year later, it announced that it was writing off virtually the whole of its investment. As the *Financial Times* commented at the time: “The near-\$8.5bn hit to profits also underlined a fact that has become hard to ignore: Microsoft’s rearguard action to keep the Windows operating system at the centre of the tech world is officially over.” The company had turned to M&A at the eleventh hour to attempt to plug its blind spot in mobile devices, and had singularly failed.

In October 2011, HP acquired Autonomy for US\$11.7 billion. Within a year, HP had announced a writedown of \$8.8 billion, citing “serious accounting improprieties” and “outright misrepresentations”. The founder, meanwhile, pointed the finger back at the acquirer, blaming HP’s running of the business. Either way, HP had made a massive bet and had lost nearly all its investment.

The truth is it is shockingly easy to think of M&A transactions that have destroyed over \$10 billion of value. In late 2002, HSBC acquired Household International, one of the biggest US lenders to people with poor credit ratings. At the time, *The Wall Street Journal* commented: “The move is a striking departure for HSBC, long known for its parsimony and aversion to flashy deals.” Within a few years, HSBC was incurring huge credit losses—writing off US\$11 billion in the 2006 financial year alone. In 2009, the bank wrote off the balance of remaining goodwill, put the business into run-off, and booked a £17-billion provision against further bad debts.

In October 2007, a consortium of Royal Bank of Scotland, Fortis, and Banco Santander acquired ABN AMRO for just under





US\$100 billion, the largest-ever bank acquisition. The transaction was spectacularly ill-timed, and within months Fortis had been bailed out by the Dutch government. Santander has escaped more or less unscathed, but RBS required a massive bailout from the UK taxpayer and was nationalised. Given the extent of government support needed to rescue these businesses, arguably the outcome was even worse than the spectacularly ill-conceived AOL-Time Warner transaction, which led to a US\$99-billion goodwill write-off.

The lessons from these disasters have been well documented, so I will add only one brief observation. To this day, strategic advice is frequently delivered without any robust supporting financial analysis of the expected outcomes in terms of margins, profits, return on capital, or valuation. Meanwhile, the financial advisers who opine on transactions are very careful to make clear that they are not giving an opinion on the commercial assumptions which drive their financial models. So is it really surprising that such massive corporate disasters happen so regularly, when strategic thinking, commercial prospects, and valuation are so disconnected? On this subject, it is interesting to note that Facebook's acquisition of Instagram was reportedly completed without the involvement of any investment bankers at all.

Frighteningly, massive corporate value destruction is not solely the result of M&A gone wrong. Not so long ago, both BlackBerry (then known as Research in Motion) and Nokia were US\$100-billion companies. BlackBerry now languishes near a long-term low of around US\$4 billion. Nokia has managed a reasonable recovery (to some US\$25 billion at the time of writing), but has still been outperformed by Apple by a factor of over 100x. These are truly shocking outcomes for businesses that were once synonymous with quality, innovation, and reliability in mobile phones.

These successes and failures pose important questions for business

leaders today. The pace of change and increasing volatility in many parts of the economy have made it easier than ever to outperform your competitors, or to be outperformed by them. New businesses can emerge organically from left field and redefine whole industries in just a few short years. M&A remains as important as ever to stay ahead of your competitors on a number of levels, but the risks associated with poorly chosen or poorly executed deals are higher than ever.

So how can you escape status quo thinking that will blind you both to the opportunities and to the risks?

First, accept Mark Zuckerberg's advice that doing things the same has become more dangerous than doing things differently. Be prepared to take risks in order to explore opportunities, and be prepared for some of these to be failures. Even more importantly, challenge your shareholders to support you in taking these risks, and explain to them why. At the time of its IPO, the large majority of Google's value (even in net present-value terms) lay beyond year 10. Larry Page and Sergey Brin recognised this. Their prospectus 'owner's manual' should be on every leader's desk:

"As a private company, we have concentrated on the long term, and this has served us well. As a public company, we will do the same. In our opinion, outside pressures too often tempt companies to sacrifice long-term opportunities to meet quarterly market expectations ...

"If opportunities arise that might cause us to sacrifice short-term results but are in the best long-term interest of our shareholders, we will take those opportunities. We will have the fortitude to do this. We would request that our shareholders take the long-term view."

Second, look at your business from a vantage point outside your industry—try to imagine how others see you, rather than how

you see yourself. Ask yourself, and your colleagues, why the business operates the way it does. All too often this will stem from historical constraints imposed by market conditions or technology that existed years or even decades previously which are no longer relevant to the business today. Where you find legacy solutions to legacy problems, take the opportunity to redesign your business for the future.

Third, look for inflection points driven by long-term trends—points where the effects of incremental change finally cross the tipping point—and make a new approach clearly more attractive than whatever it replaces. This is precisely where Nokia failed in relation to mobile phones: not recognising the inevitability of the birth of the smartphone. It is also precisely what is happening in the energy sector, where renewables are becoming cheaper than fossil-fuel power sources.

Finally, make sure that major decisions are based on a combination of strategic thinking, proper assessment of risk and uncertainty, robust financial analysis, and a clear perspective on the long term. This is where so many major investments have failed over the years. And in your moments of doubt, where instincts kick in and you are tempted to hold onto the status quo, remember this: The status quo has proved to be the corporate undertaker's best friend. Although people may still say that 'no-one ever got fired for hiring IBM', the truth is that IBM had a near-death experience and had to reinvent itself almost completely. The IBM referred to is now largely owned by Lenovo—no-one buys that IBM any more. ●

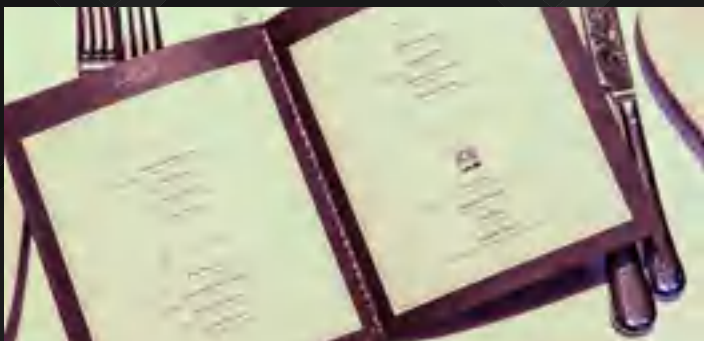
Is it really surprising that such massive corporate disasters happen so regularly, when strategic thinking, commercial prospects, and valuation are so disconnected?

#### About Nigel Lake

Nigel is CEO of global advisory firm Pottinger and an entrepreneur with a passion for diversity, innovation, environment, and action. He is author of *The Long Term Starts Tomorrow* and is a senior associate of the University of Cambridge Institute for Sustainability Leadership. Follow him on Twitter at @Nigel\_Lake.

#### About Flashpoint

Very few businesses can rely on incremental growth to ensure long-term success. The safety of the status quo has been consigned to history by technological innovation and the accelerating pace of change. In Flashpoint, we explore potential disruptions and inflection points in major industries, and provide tools to help leaders guide and support their teams through this environment.



# The Golden Ticket

An unprecedented number of applications for the 2015 Executive of the Year Awards were received, and the finalists have been announced.

"We had a record number of applications in 2015 and the calibre of the finalists is incredibly high—it's going to be an exciting evening at Crown Melbourne."

- Daniel Di Loreto,  
 Publishing Director,  
*The CEO Magazine*

**T**he Executive of the Year Awards is Australia's most prestigious awards night for the corporate sector, recognising the individual excellence of high-level executives nationwide. Narrowing down the list of finalists for the 2015 awards was always going to be a challenging task. Faced with a record number of applications and several new award categories, the esteemed judging panel worked tirelessly to generate this list of finalists.

In its fourth year, the Executive of the Year Awards will relocate from Sydney to Melbourne in an exciting move that demonstrates how much the awards have grown in the past four years. To be held on Thursday 26 November 2015 at Crown Melbourne, the awards will host more than 550 guests who

will enjoy an evening of fine dining and entertainment.

The awards themselves do not focus on a company's success, as many others do; instead, the spotlight is centred on the success of individuals who make their corporations tick, namely senior executives such as CEOs, directors, CFOs, general managers, and senior-level management. The awards recognise the achievements of individual executives over the past year and the contributions they have made to their companies.

This year, there are two new awards—Start-up Executive of the Year and Sales Executive of the Year—which are exciting additions to the program. To keep up with industry changes, the Manufacturing category has been renamed Innovation and Design.

Executives from across Australia will gather at Crown Melbourne on Thursday 26 November to recognise these achievements and to witness the crowning of the 2015 CEO of the Year.

*The CEO Magazine* and judges of the 2015 Executive of the Year Awards offer a big congratulations to all of the finalists, and we look forward to seeing you at the event. •



## ADEO RESSI

*The CEO Magazine* is pleased to announce the appointment of

Silicon Valley's Adeo Ressi as a guest judge for the Start-up Executive of the Year category.





# 2015 FINALISTS

## MEDIA EXECUTIVE OF THE YEAR

Sponsored by



**Peter Bosilkovski**  
Managing Director  
Leo Burnett

**James Leggett**  
CEO Australia  
M&C Saatchi

**Luke Littlefield**  
CEO  
Dentsu Aegis Network

**Barry O'Brien**  
Chairman  
Atomic 212

## TRANSPORT AND LOGISTICS EXECUTIVE OF THE YEAR

Sponsored by



**Kylie Fraser**  
CEO  
Bevchain

**Kerrie Mather**  
Managing Director and Chief  
Executive Officer  
Sydney Airport

**Tom Roche**  
Managing Director  
SNP Security

**Richard Thame**  
CEO  
Fastway Couriers

## HEALTH AND PHARMACEUTICAL EXECUTIVE OF THE YEAR

**David Cade**  
Global Medical Director  
Sirtex Medical

**Christine Holgate**  
CEO  
Blackmores

**Radek Sali**  
CEO  
Swisse Wellness

**Jamie Stanistreet**  
Vice President  
Medtronic Australasia

## IT AND TELECOMMUNICATIONS EXECUTIVE OF THE YEAR

Sponsored by



**David Dicker**  
Chairman and CEO  
Dicker Data Limited

**Scott Frew**  
CEO  
Distribution Central

**Deborah Hadwen**  
CEO  
Tata Consultancy Services Australia  
and New Zealand

**Maxine Horne**  
CEO  
Vita Group

## HOSPITALITY AND TOURISM EXECUTIVE OF THE YEAR

**Bridie Commerford**  
Vice President Marketing  
and Communications  
Accor

**Tony Lowings**  
CEO  
KFC Australia

**Barry Robinson**  
President and Managing Director  
Wyndham Hotel Group South East Asia  
and Pacific Rim, and Wyndham  
Vacation Resorts Asia Pacific

**Ben Sington**  
Managing Director  
The Langham Melbourne

## ENERGY AND RESOURCES EXECUTIVE OF THE YEAR

**Iain Graham**  
CEO  
Red Energy

**Ian Murray**  
Executive Chairman  
Gold Road Resources Limited

**Andrew Stewart**  
Managing Director - Australia  
and Asia Pacific  
Wood Group PSN

**Frank Tudor**  
Managing Director  
Horizon Power



## CONSTRUCTION EXECUTIVE OF THE YEAR

Sponsored by



**Ron Bakir**  
CEO

HomeCorp Group

**Jonathan Hallinan**  
Managing Director  
BPM

**Krishan Tangri**  
General Manager, Assets  
Brisbane Airport Corporation

**Jim Waller**  
Executive General Manager  
Australian Operations  
McConnell Dowell Constructors

## INNOVATION AND DESIGN EXECUTIVE OF THE YEAR

Sponsored by



**Dr Herbert Hermens**  
CEO  
Keech Australia

**Frank Seeley AM**  
Executive Chairman  
Seeley International

**Andrew Shea**  
CEO  
Complex Institute of Education

**Beverly Smith**  
Chief Customer Officer  
RSL Care

## RETAIL EXECUTIVE OF THE YEAR

**Colleen Callander**  
CEO  
Sportsgirl

**Michael Ford**  
CEO  
The Good Guys

**Scott Meneilly**  
CEO  
Retail Zoo

**John Winning**  
CEO  
Winning Group

## FINANCIAL EXECUTIVE OF THE YEAR

**Joyce Au-Yeung**  
Chief Officer - Health Business  
Sovereign Insurance, Commonwealth  
Bank of Australia

**Michael Culhane**  
Co-Group CEO  
Pepper Group

**Vaughn Richtor**  
CEO  
ING DIRECT

**Chris Ridd**  
Managing Director  
Xero Australia

## EXECUTIVE ASSISTANT OF THE YEAR

**Cel Gusman**  
Executive Assistant to CEO  
Mercy Health

**Simone Koolloos**  
Executive Assistant to CEO  
Blackmores

**Jo Priest**  
Executive Assistant to CEO; Company  
Secretary; Office Manager  
MEGT (Australia) Ltd

**Dimitra Zographos**  
Executive Assistant  
Western Union Business Solutions

## YOUNG EXECUTIVE OF THE YEAR

**David Rohrsheim**  
General Manager, Australia  
and New Zealand  
UBER

**Adam Schwab**  
CEO and co-founder  
AussieCommerce Group

**Julie Stevanja**  
CEO  
Stylerunner

**Lauren Williams**  
CEO  
CarsGuide

## NOT FOR PROFIT EXECUTIVE OF THE YEAR

**Louise Baxter**  
Chief Executive  
Starlight Children's Foundation

**Janelle Goulding**  
CEO  
City West Housing

**John Lynch**  
CEO  
Royal Flying Doctor Service of Australia  
Central Operations

**Jodie Sangster**  
CEO  
Association for Data-driven Marketing  
and Advertising (ADMA)

## START-UP EXECUTIVE OF THE YEAR

**NEW**

GUEST JUDGE ADEO RESSI

**Anurag Chakradhar**  
Founder and CEO  
Blrt

**Carlos Ferri**  
Founder and CEO  
Zapala Go

**Michael Frizell**  
CEO  
Pet Circle

**Julie Stevanja**  
CEO  
Stylerunner

## SALES EXECUTIVE OF THE YEAR

**NEW**

Sponsored by



**Michael Howard**  
Director of Sales  
Swisse Wellness

**Matthew Kates**  
Sales Director, ANZ  
Zerto

**Kong Leong**  
Director of Engineering and Sales  
Clarke Energy Australia

**Dimitri Tsitsikas**  
Director of Strategic Relationships  
MessageMedia



## MARKETING EXECUTIVE OF THE YEAR

### John Arnott

Executive Director, Customers  
ING DIRECT

### Bridie Commerford

Vice President Marketing  
and Communications  
Accor

### Michael Howard

Director of Marketing  
Swisse Wellness

### Jack Ryan

Business Development Executive  
Amplimesh Security Screens  
Capral Aluminium

## HR EXECUTIVE OF THE YEAR

### Robyn Batson

Group People and Development Manager  
Sussan Group

### Catherine Crowley

Director of People and Culture  
Swisse Wellness

### Anne Heyes

Executive Director Human Resources  
Australian Red Cross Blood Service

### Rob Phipps

Director of HR  
KFC Australia

## CFO OF THE YEAR

Sponsored by



### Liam Crawley

CFO  
Wyndham Vacation Resorts Asia Pacific

### Michael Da Gama Pinto

CFO  
Swisse Wellness Pty Ltd

### Mike Dixon

Director of Finance  
Clarke Energy (Australia)

### Darren Smith

CFO  
Sirtex Medical

## CIO OF THE YEAR

Sponsored by



### Simon Andrews

Chief Operating Officer  
ING DIRECT

### Ajay Bhatia

Chief Product and Information Officer  
Carsales

### Peter O'Halloran

Executive Director and Chief  
Information Officer  
National Blood Authority

### Mandy Ross

CIO  
Tatts Group

## MANAGING DIRECTOR OF THE YEAR

Sponsored by



### Peter Bosilkovski

Managing Director  
Leo Burnett Sydney

### Chris Ridd

Managing Director  
Xero Australia

### Andrew Stewart

Managing Director - Australia  
and Asia Pacific  
Wood Group PSN

### Nick Verykios

Managing Director  
Distribution Central



Eddie McGuire,  
on board again as  
MC for 2015

## CHAIRPERSON OF THE YEAR

Sponsored by



### Ben Lilley

CEO and Chairman  
McCann Worldgroup

### Barry O'Brien

Chairperson  
Atomic 212

### Julien O'Connell

Chairman  
Mercy Health

### Barbara Yeoh

Board Chair  
Monash Health

## CEO OF THE YEAR

Sponsored by



### David Dicker

Chairman and CEO  
Dicker Data Limited

### Jason Dooris

CEO  
Atomic 212

### Christine Holgate

CEO  
Blackmores

### Robert Bernard Kelly

Managing Director and CEO  
Steadfast Group Limited

### Jaimes Leggett

CEO Australia  
M&C Saatchi

### Vaughn Richtor

CEO  
ING DIRECT

### Radek Sali

CEO  
Swisse Wellness

### Gilman Wong

CEO  
Sirtex Medical Limited





# Risk AND Reward

Lawyer, company director, and adventurer Cheryl Bart shares her insights into the corporate world and why taking risks is essential in her business and personal life.

**C**heryl Bart AO has climbed to great heights, both metaphorically in the business world and literally as a record-breaking adventurer and mountain climber. The lawyer and company director, who is the daughter of European refugees who fled to Australia following World War II, knows that hard work and putting mind over matter pay off. *The CEO Magazine* spoke to Cheryl about her involvement with the Australia-Israel Chamber of Commerce, her advice on getting more women on boards, and what climbing Mount Everest teaches you about business.

***The CEO Magazine:*** As part of the AICC's Leadership in Focus Series, can you tell us a little bit about your relationship with AICC and how you started out with the Chamber?

**Cheryl:** The AICC is arguably the leading chamber of commerce in

Australia, connecting business and trade between Australia and Israel. Through its events and member networks, it also provides excellent business-to-business links within Australia. I have had a long involvement with the AICC, from being a keynote speaker at events, to a panellist at others, and attendee at events over the years.

I am involved in a few bilateral businesses between Australia and Israel. I am a non-executive director and on the audit committee of a digital hi-tech board, Audio Pixels Holdings Limited, which is based in Israel and listed on the ASX. Audio Pixels Limited, founded in July 2006, has developed a revolutionary technological platform for reproducing sound, thus enabling the production of an entirely new generation of speakers that will exceed the performance specifications and design demands of the world's top consumer electronics manufacturers.

The company's patented technologies employ entirely new techniques to generate sound waves directly from a digital audio stream using low-cost microelectromechanical structures [MEMS] rather than conventional loudspeaker elements. This innovation enables the production of speaker products that deliver performance many orders of magnitude better than conventional speaker technologies, all in an affordable package that is only one millimetre thick.

My family is also the major shareholder in another exciting Israeli company, Immunovative Therapies Ltd, which is at the cutting edge of patented innovative cancer treatment for all types of metastatic cancer using live T cells. Seed funding originally came from the Office of the Chief Scientist in Israel. The lab and factory are based in Jerusalem, with phase three trials planned to commence this year in the US and Thailand. The >

"The AICC is arguably the leading chamber of commerce in Australia, connecting business and trade between Australia and Israel."

- Cheryl Bart



Jillian Segal AM, Chairman, AICC; Dr Patricia V Kailis AM OBE, Co-Founder, MG Kailis Group; Cheryl Bart AO; and Christine Stasi, GM, People, Business Banking, NAB

company is also at the forefront of developing a vaccine to treat HIV, with human trials currently underway.

Last year, my husband Fred and I joined the AICC mission at a wonderful cocktail reception hosted at the home of Australian Ambassador Dave Sharma. We also met the Australian mission, led by former NAB CEO Cameron Clyne, several times in the air-raid shelter as the Hamas rockets were fired into Tel Aviv!

**You spoke earlier in the year at AICC's Women of Achievement CEO Boardroom Briefing. What are the sentiments of the female leaders of today?**

I was honoured to be the first woman keynote speaker at the Kailis AICC Women of Achievement Boardroom Lunches hosted at NAB Private. There was a terrific group of women who are all successful in their own fields. We had an interesting and fun opportunity to get together. My keynote address was 'Mind over mountains'—using my climb of the

Seven Summits as a metaphor for business and personal 'climbs', as well as discussing the logistics and events of climbing the world's highest mountain. Top of mind for female leaders today is diversity—particularly gender diversity—domestic violence, greater female participation in the workforce, and childcare.

**Many people find their ability to network effectively to be a great obstacle in business. How have organisations like the AICC persisted in facilitating crucial relationships?**

We hear a lot about networking—every invitation seems to make reference to it—but very little about effective networking. The ability to get to know a range of people, what matters to them, and to discover strategies for helping one another comes naturally to some, but most people struggle. Of critical importance is to be authentic. Also to be reliable, effective, and prompt in any dealing.

The AICC provides an excellent platform for effective business

**"I think it's critical that more-experienced women mentor younger women. That has always been the situation for men, and we need to be sure we embrace mentoring."**

- Cheryl Bart

networking opportunities, as it has a number of specific areas-of-interest events featuring people and topics which draw a range of businesspeople to it. In addition, after attending a few events, people start to get to know each other and look forward to the opportunity to catch up again

**AICC has recently partnered with Chief Executive Women [CEW]. The number of female chairs on ASX 200 boards was 5 per cent in 2014. Do you think there is a responsibility for women to act as mentors for other women?**

The number of female chairs and NEDs [non-executive directors], while steadily rising, is still very low—more so given that there are a large number of talented and experienced women in the workforce. It really is a poor excuse to say, 'I can't find a woman candidate.' Several headhunters I know call me when they're doing a search and are focused on women candidates, and I can always find a few!

There are a few search firms who are very conscious of providing both male and female candidates for a position. Similarly, it's a good idea to ensure a female is part of the nominations committee or selection panel to ensure diversity of choice, questions asked or issues raised, and ultimate selection. I think it's critical that more-experienced women mentor younger women. That has always been the situation for men, and we need to be sure we embrace mentoring.

I am a proud member of CEW and the global YPO-WPO network. I personally mentor a 'stable' of amazing young women and a few men. I often laugh that when a colleague calls me for a diary date, it may be some weeks in the future; and yet when these young women call me, I pretty much drop tools and see them straightaway, whether it be in an office setting, over coffee or a glass of wine, or even at my home.

There is a big difference between being a 'mentor'—more a guide, life





and business coach, someone to be held accountable to—and a ‘sponsor’, who steps up and actively recommends a person for a position. I try to do both. On that note, there has been a successful program called Male Champions of Change involving senior men mentoring and sponsoring up-and-coming women.

**In 2008, you and your daughter became the first mother-daughter team to reach the summit of Mount Everest, completing the Seven Summits challenge. Why did you take up adventuring and mountain climbing, and what do you think it has taught you?**

I always say the start of these adventures was when we trekked to Everest Base Camp in 2000. We are an enthusiastic travel and ski family, but this was the first time sleeping in a tent, trekking, being in the mighty Himalayas with the beautiful Sherpa people, and it was the beginning of a transformational period of mountain climbing and adventures.

In 2013, I became one of a handful of people to have completed the Explorers Grand Slam, and the first Australian woman to do that. This challenge means successfully summiting the Seven Summits and also skiing unsupported to the North and South Poles.

I started it because I love experiences rather than things, and wanted to experience a different type of travel and a very different culture. Of course, with each mountain there were the enormous physical challenges as well as the more important mental challenges.

The mountains have taught me many lessons. They strip away vanities, fears, civilisation, and leave you with a purer understanding of who you are and where you stand. They make you realise that we are tiny specks, here for a short time among their giant, timeless frames. They make you acknowledge you are far stronger—or weaker—than you thought possible, and the



Cheryl and her daughter Dr Nikki Bart climbing Mount Everest

importance of personal responsibility as well as teamwork.

They also make you discover your limits and then get beyond them, and many more lessons.

**You recently celebrated your seven-year anniversary of climbing Mount Everest. Looking back, do you feel the way you approach challenges in business changed after the climb?**

Over the years, I found that the challenges, rewards, and setbacks in business and on my mountain expeditions balanced and fed into each other. It was an iterative experience. I was always very successful at school, uni, and in business, and the mountains really taught me about patience, stillness, and humility.

Phrases like ‘pay attention’ or, more recently, ‘mindfulness’ are often overlooked in the speed and



Climbing Mount Everest



From left: Heather McIlwain, Executive Director, Chief Executive Women; Cheryl Bart AO; Dr Patricia V Kailis AM OBE, Co-Founder, MG; Kailis Group; Ariella Roth, Head of Partnerships, AICC; Cathryn Adams, Marketing Manager, Kailis Jewellery

competitiveness of the business world, but are critical in planning, preparing, and in the execution of a high-altitude big mountain. Even something that appears impossible, like Mount Everest, can be made possible by focused planning, preparation, and execution. So too with my approach to business challenges. The key is focus.

**One of the greatest challenges in business today is thought to be disruption. Do you identify with this challenge in your numerous roles, or do you believe that there is a more pressing problem in corporate Australia?**

All businesses today are in a state of change—from new technology, to new platforms, new methods of financing, and even very different competitor profiles. Many businesses, including ones I am involved with, face the challenge of disruption. Frankly, I don't see this as a problem or threat but a tremendous opportunity to rethink the offer, the solution, and the whole business. I find the challenge quite exciting.

Of course, some of the leaders include Uber and Airbnb. In businesses where I am involved in

media and broadcasting, there are new platforms such as YouTube that challenge traditional broadcasting—the rise of citizen journalism and the ease with which any mobile phone can capture images and video both in real time and later as edited versions, and of course new challenges also with the rise and strength of social media.

In infrastructure, particularly electricity—new forms of generating electricity, storing, measuring, and very new forms of efficiencies—pricing models make it a very interesting space. Even in football, new broadcasting challenges, social media, and the new concepts of 'delivery' of the product keep us all on our toes. So I don't consider this the most pressing problem or indeed a 'problem', but an opportunity.

**Israel has a unique innovative culture. From your experiences in Israel, are there key lessons that should be integrated into corporate Australia?**

Israel is truly the start-up nation. It has a unique and highly innovative culture. We visit Israel at least once a year and are astounded at the

quality and volume of deal flow. The AICC leads excellent trade missions for businesses in Australia to meet with start-up and innovative businesses in Israel. It is no wonder that businesspeople such as James Packer have bought houses in Israel in order to visit more often and be close to this innovation.

**You have been on a number of boards, as well as being past chairman of ANZ Trustees Ltd, South Australian Film Corporation, and the Foundation of Alcohol Research and Education. What are the benefits of gender-diverse boards?**

I believe the best board is a diverse board—diverse in experience and qualifications as well as gender and background. There is empirical evidence that these are the most effective and successful boards providing the best outcome for shareholders and stakeholders.

There is little point having 10 identical points of view/gender/background. For a healthy strategic overview, debate and discussion diversity will provide the best inputs, leading to the best decisions.

In terms of specific gender diversity, my experience has been that a healthy mix provides different perspectives, and in some cases having more women on a board provides a more constructive and sometimes more polite tenor and tone. And, of course, having women in leadership roles, be it [as a] chairman, director, or CEO, provides role models.

**You have also been on a number of boards spanning the arts and sport. What are your views on bringing commercial acumen to non-traditional business sectors and learning the best from both worlds?**

I have been very fortunate in my career so far to have a fascinating mix of listed, not-listed, not-for-profit boards spanning banking, infrastructure, the environment, defence, economic development,





broadcasting, and also football, basketball, and the arts.

In the earlier days, I had to work hard to ensure the arts/sports boards lifted their game to have less ad hoc and more business best practice in governance and business standards, including financial reporting and risk management. As they were generally small organisations, the trick was to achieve best practice without overburdening them with onerous paperwork and process. It took some time, but the outcomes and benefits were always tangible and worth it.

These days, sport is big business and continues to raise the bar. And the arts world is extremely competitive for every funding dollar, and similarly has lifted its game. In the opposite direction, corporate Australia has much to gain from hearing about leadership, teamwork, and success from sports teams and managers, as well as cultural benefits from the arts world. I am a patron of SportsConnect, and we host some excellent functions bringing these two worlds together and learning from each other.

**You're a first generation Australian, with your parents migrating to Australia from Europe following World War II. What have their experiences, surviving war and moving to the other side of the world, taught you and how has it contributed to who you are today?**

There is no doubt my parents were the biggest influence in my life. They arrived as penniless refugees, having survived European concentration camps, traumatised by the war and with most of their families murdered and their homes destroyed. They loved Australia and were forever grateful for being welcomed as refugees.

They were pragmatic and got on with making the best possible life, and in particular worked extremely hard and valued family above all. They had strong values of honesty, integrity, and hard work. As an

**"I believe that in business and in life, staying still is not an option. In life, the only way to learn and grow is to move out of your comfort zone."**

- Cheryl Bart

only child, I was given the very best education and knew I always had to strive to be the very best. I have lived by that and am proud to say I have passed those values of integrity, strong work ethic, and family on to my two children.

**Why do you believe it is so important to push yourself to take risks in business and in life? How has this motivated you and led to a successful career?**

I believe that in business and in life, staying still is not an option. It may seem easier and safer to remain in your comfort zone, but this is a false belief. In life, the only way to learn and grow is to move out of your comfort zone. Apart from the old saying that 'It is only when you get out of your comfort zone that the magic happens', I would like to add that the only risk is taking no risk. Complacency and fear are the two biggest obstacles to progress, learning, growth, and truly allowing for your greatest potential and living your dreams.

Similarly, in business, particularly in the current context of continuing change and disruption, standing still and burying one's head in the sand can lead to stagnation, loss of competitive edge, and, lately in

some businesses, a complete change in an industry. And risk is really a function of rigorous risk management. It's not 'all in' and not taking a risk and just hoping for the best. It is a rigorous assessment of risk and then mitigation strategies and continuous management of risk, be it on a mountain or in a business. This philosophy has guided me and has been key to a successful career.

**Who inspires you the most and has had an impact on your career?**

I am inspired by motivated, energetic, hard-working people in every aspect of life. I am inspired by those who push boundaries and limits, who are innovative and entrepreneurial and think out of the box.

I am inspired by those who are compassionate and work for the good of others. I am inspired by the people of Nepal who quietly, pragmatically, and with dignity are rebuilding their lives and villages after the earthquakes. In terms of business and political people, I am inspired by Elon Musk, Aung San Suu Kyi, Sheryl Sandberg, Bill and Melinda Gates, and Stephen Hawking. •





# Reinvigorating Retail

BIG W is building on its history as a much-loved retail brand by introducing a fresh vision and a new strategy to its 184 stores across Australia.

Images by Scott Ehler

"I discovered that no-one had actually fallen out with BIG W, but clearly we still had to find bigger and better ways of enticing customers into the store."

- Alistair McGeorge

With 20 years of senior management experience in the UK retail industry, Alistair McGeorge is well equipped to lead Australian icon BIG W forward as its managing director. He was appointed to the role mid last year and has since been working to develop a clear vision and strategy to reinvigorate the brand. His plan is to take the heritage of what BIG W has always done well—having the best range, brands, and value for money—and then adding to that by providing a great service to customers, an exciting shopping experience, and a greater degree of innovation.

"Obviously, I wouldn't have come all this way if I didn't think there was a great opportunity," Alistair says. "I looked at the whole of Australian retailing, not just at BIG W, and to be very frank I think there's a lot of opportunity here."

Australia is well behind the rest of the world, particularly in terms of presentation and service. I thought that BIG W had the makings of a great business, but quite clearly needed to start to develop its point of difference to make sure that it resonated with customers.

"When I went out and talked to customers, they would always speak very favourably about the brand. I discovered that no-one had actually fallen out with BIG W, but clearly we still had to find bigger and better ways of enticing customers into the store. I want to give them more reasons to come in and shop at BIG W because it really is a great place to be."

Alistair started his career in finance and worked in the accountancy profession for 12 years. He then joined British retail and football betting company Littlewoods, which he led as CEO after working his way up the corporate ladder for

six or so years. After the company was sold, he worked for the new owners for three more years and decided it was time for a change. An opportunity came up to be CEO at the value retailer Matalan. For the next four years, he was instrumental in helping to turn that business around, and this led to his next appointment as the CEO of fashion chain New Look, where he also made changes for its betterment. This extensive experience made him the ideal candidate to lead BIG W.

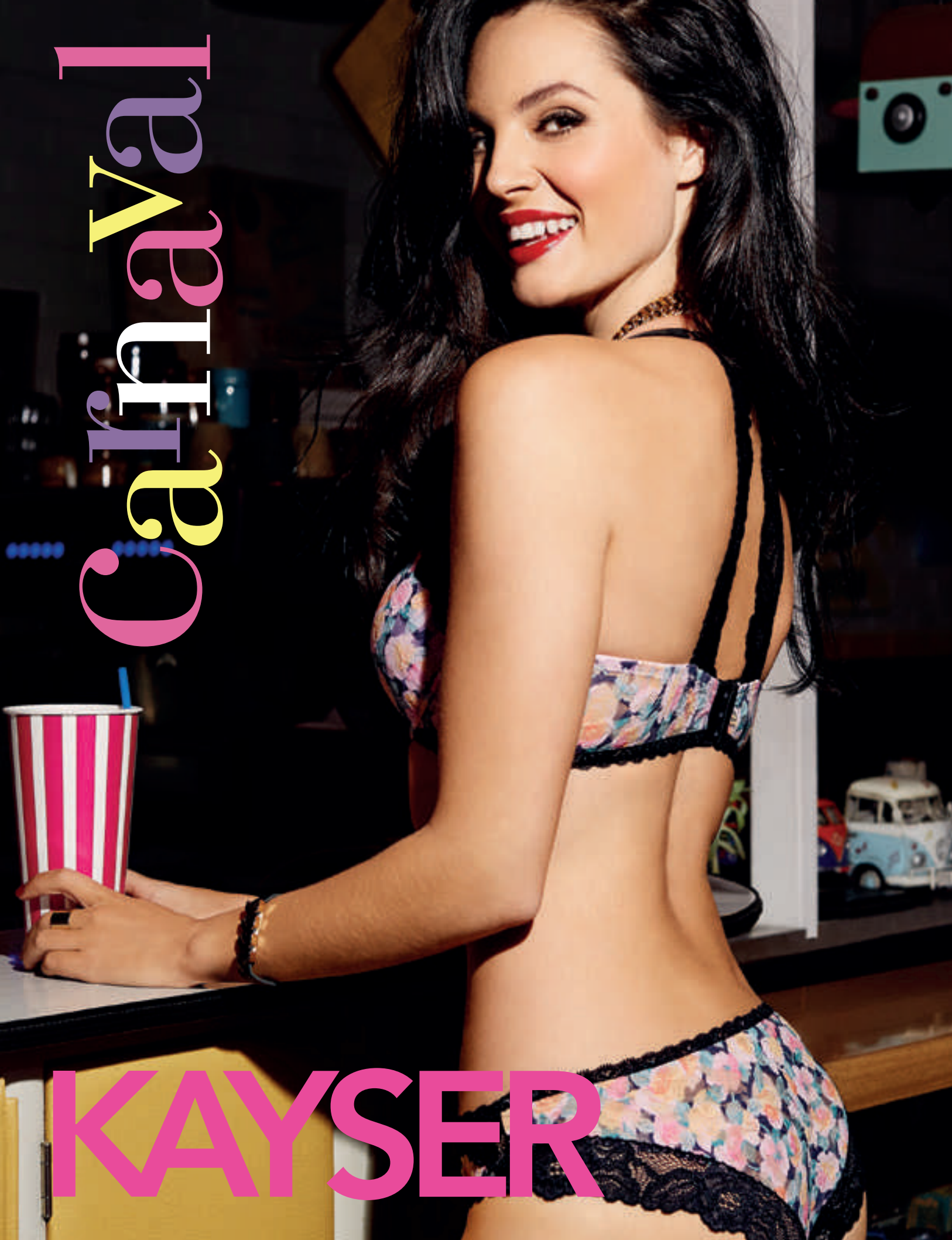
The first thing Alistair did was highlight four core pillars of focus—people, cash, trading capability, and 'test and learn.' "All businesses are about people," he says. "If you don't have great people, then you won't have a great business, so we've made some changes. We have improved our capability and strength both in terms of the commercial side of the business and instore operations. >





Carnaval

KAYSER







“The most important thing is that we’ve managed to bring people in from within Australia as well as people from around the world who have great experience in how things are done differently in other businesses. We spend time creating a great workplace environment and trying to develop the culture. We want to give our staff reasons behind why they are doing things, because at the end of the day that is just as important as knowing what to do. The business now stands in a much better position from a people viewpoint, and we have a very rewarding and happy environment where things get done.

“We’ve also invested into our top 70 people a lot of time, money, and effort in leadership. That’s something that’s absolutely key to my mantra—developing good leaders and investing in people, particularly in the area of visual merchandising. We’re starting to invest in our people instore, and we’ve got programs for the development of leadership because that’s really important. We’ve got 184 stores, and therefore we need 184 great leaders leading those stores.”

The second pillar is cash, and Alistair has made some headcount reductions with improvements to process and productivity. On top of that, he is introducing more cost-effective systems to stores. “We need to try new things and find bigger and better ways of doing what we’ve been doing,” he says. “The single biggest issue that we had was that we were trying to transition the business from being a hard-goods retailer to a soft-goods retailer, and we had an enormous amount of what I call unproductive stock—stock that wasn’t moving and that was holding us back.

*“Big W have a clear strategic intent on who they want to work with. They have a collaborative approach to building strong business relationships and an appreciation of brand building that sets them apart from other retailers.” - Simon de Winter, Managing Director, Simon de Winter Group*

“There has been a provision made against that stock, and since January we’ve been getting through that stock and reducing our holdings. We’ve made a very good start, and it’s absolutely key to freeing up our stock position so that we can set about investing in new ranges.

“We’re starting to learn to live with less stock and be more efficient. What that does is it actually frees up a lot of hours that previously would have been

spent in the back of house. We can now invest our employees into front of house in terms of either providing some level of customer service or providing better visual merchandising. We’re helping our people to interact with our customers.”

Alistair says that BIG W has invested a significant amount of time and effort into its trading capabilities, in particular merchandise analytics. This means that when new ranges are >







introduced, the business will have a better balance and it will improve the way it replenishes sales as well as space. "I think that this puts the business in a much better position," he notes. "We've introduced some new merchandise systems. We've had a few initial teething problems, which is normal, but eventually these systems will help us with better planning and stock-level monitoring. We've made some improvements—for example, we've reduced our delivery time in Western Australia from seven to four days, and the future focus will really be on how we can reduce our product lead times."

Finally, 'test and learn' is the last pillar. According to Alistair, this is very much focused on the supply chain. "It's something that I've always introduced in any business. We're testing new back-of-house processes to find better ways to flow stock in and use our staff time more efficiently."

"BIG W has introduced a new category—the Party Store. We've done that very well, and we're now rolling that out. We have about 65 in operation already, and we'll have a chance to roll out another 100 next year. I was particularly pleased that we were able to take the party shops from concept to reality in two to three months. It has shown people that we can do things quickly if we want to."

"I'm delighted to say that we've also redone our online platform. We've historically had a lot of issues with our online presence, so in May we relaunched our new platform. We're starting to build the level of stock that our customers can buy remotely, and more importantly our customers can once again start to search for product, which many like to do before they buy. So we've got far greater capability and we're starting to use it in the best way for the business."

Alistair believes a strong online platform is crucial in today's society because customers demand it. In addition, he wants to make

sure that online isn't a separate business but a complementary platform to the instore experience.

"It's a multichannel experience for our customers. We know that customers who shop in more than one channel can and will spend a lot more than a customer who shops in either channel individually. Also, a lot of customers research product before they go to buy it, and the confidence of knowing it's in the store and knowing it's in stock is a great thing."

BIG W has also introduced an option called Simply Collect, where consumers can purchase a product online and then pick it up from their local store at a time that is most convenient for them. The network is being developed in conjunction with other Woolworths Group businesses, such as Woolworths supermarkets, and will result in a greater number of collection outlets than any of its other competitors. "It really can provide our customers with an unrivalled experience because, for >





**one**  
active  
*by Michelle Bridges*



**Michelle Bridges**  
Fitness Products



# Sports & Fitness EQUIPMENT

- **Australia's leading brand for sport and fitness**
- Winner Toys and Sporting Supplier of the Year
- **Winner Hard Goods Quality and Compliance Award**
- Australian Based National Service Centre



**bounce  
high  
play  
safe**

**Action**  
13ft Trampoline

**BIGW**

[www.actionsports.com.au](http://www.actionsports.com.au)





many, actually going and picking it up in our local store can be more convenient than having it delivered to home,” Alistair says.

While BIG W has already made significant progress with its new vision and strategy, Alistair notes that there is still a lot to do. “I’m never happy. We’ve done some positive things, and it will take some time before we receive the fruits of our labour, but we’re very confident that we’ve got a clear vision of how to transition this business to be the number one choice for Australian families. We’re clear about what we need to do, but we don’t underestimate the size of the challenge.”

Alistair believes the retail space should be exciting, not dull. To achieve this, visual merchandising skills are important, and staff are educated on what to do so that they can be proud of the stores they work in. BIG W has identified nine key destination departments that will play a role in helping the

business to maintain its reputation as always having the best national brands at the lowest prices. The company will continue to build on that and get more brands in than anyone would ever expect in a discount department store.

“We want to give a better customer experience,” Alistair explains. “All the testing that we’re doing with regard to visual merchandising and new formats is making it far easier for our customers to shop, far easier for them to see the product being presented, and far easier for them to recognise the great value that’s in our stores.”

Innovation is also integral to BIG W’s operations. When Alistair first came to BIG W, he noticed Australian stores didn’t do ‘eventing’ very well, and therefore he has set about changing that for the better. From September this year, BIG W will have dedicated instore spaces to bring events such as Halloween and Christmas alive. He says there are

many ideas circulating about how to make the shopping experience far more interesting and exciting for customers.

The key thing underpinning everything that BIG W is currently doing is its longstanding promise to be a retailer that provides unbeatable value for money. It wants to offer a huge range of choice within each product category and at each price point. “If customers want to come in at the entry level, then they have an appropriate level of choice,” Alistair says. “If they want to buy something slightly better, then again we’ll give them an appropriate level of choice. If they want to treat themselves and buy something that’s branded or maybe at the best end, then, again, we’ll provide them with an appropriate level of choice.

“Our guarantee is that whatever the price is at that level, we’ll make it as good a price as you can get anywhere. Historically, the business



 DIAMONDBACK

 Repco  
cycling

ROSEBANK 

 Sheppard Cycles

Diamondback, Repco and Rosebank are proudly supplied and designed by Sheppard Cycles.

available at

**BIGW**





has always been known for having the broadest range of choice, so we're not going to lose that; we're going to build on that."

To achieve all of its forthcoming goals, BIG W will work closely with its supplier base. Earlier this year, it hosted a conference to share its vision for the future and make sure there is clarity around how it will achieve success. "The goodwill and level of intent has been absolutely stunning and fantastic," Alistair recalls. "I have a simple view that in many cases we're important to our suppliers, they're clearly important to us, and we work together in the spirit of partnership. That's our intent with our key suppliers: to work with them, not against them."

"It's been a great delight to see the spirit there because if you don't have spirit in the first place, you can't do it. The reaction that we had from the conference was great. We shared with them a lot about what we're doing and trying to do, and we shared with them a lot about new ideas. It was really a very exciting place to be."

The discount department stores sector is remarkably resilient, but to be successful you need to have a point of difference. BIG W is developing its competitive edge to be around choice, price, and

"All the testing that we're doing with regard to visual merchandising and new formats is making it far easier for our customers to shop, far easier for them to see the product being presented, and far easier for them to recognise the great value that's in our stores."

- Alistair McGeorge



experience. "The overall key message at the end of the day is that we're clearly setting out to be the preferred supplier for Australian families," Alistair says. "We have an understanding about what's going on, and most importantly we now have an absolute clear vision for BIG W. We know how we can transition to better meet the needs of our customers and how we can win again. Overall, it's about delivering unbeatable value for money to our customers."

"I think as we continue to develop this new strategy and introduce it, people will really start to realise what fantastic value for money BIG W is offering its customers and what a great place it is to shop. We have now launched our vision for the future with absolute clarity and we know exactly what we need to do to be successful. We are building on what I think has been the heritage of BIG W, and we are aiming to be the chosen alternative for Australian families in general merchandising." •



By Jennifer Elliott

# The Truthsayer

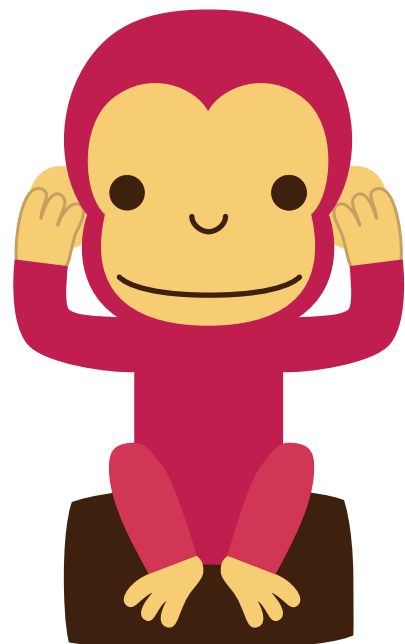
The truth will set you free,  
but it will shake you first.

Ask anyone in our society what is one of their top 10 values and you will find that truth is right up there.

Why is it then that everyone tells lies? In fact, according to a 2002 study conducted by the University of Massachusetts, 60 per cent of adults can't have a 10-minute conversation without lying at least once. It's no wonder that many industries are so afflicted with lies that the issue is systemic and is ingrained in the very culture of their business.

Lying is an act of personal treason against ourselves on a declared value. We say we value truth, and at the same time we are destroying the very fabric of our belief structure by not speaking the truth.

One of the first questions I ask leaders is about truthfulness. I ask, "What does truthfulness, or rather the lack of truthfulness, cost you on your bottom line?" They always find this to be one of the most uncomfortable questions they are ever asked. However, more than anything else, we are interested in



their relationship with the truth. Why 'the truth', you ask? Because it is the number one thing you are judged on as leader, especially if you consider that fewer than 10 per cent of leaders claim to tell the truth most of the time.

It's important for leaders to understand that each time they open their mouths, they are creating the future. Those listening are unforgiving when we lie to them and destroy their dream of the future. Think nothing bad ever came from a white lie? Think again. Lies are costing your business, money, and reputation.

### Why you are not a truthsayer?

A hard-won lesson: I tell lies and then pretend they are 'harmless'. I recall a conversation with one of my team members some years ago with whom I was discussing his performance. When he asked me outright, "Is my job at risk?" I said "No," when actually it clearly was. When he left the organisation, we calculated the cost of that single lie to the business in cold, hard dollars. It amounted to more than \$350,000. An even greater cost was the time, energy, and emotion expended on the greater team and myself. It was also cruel to him.

The bottom line: you will always pay for the truth you do not speak. Search out where the lies are being told in your business and calculate what they are costing you. Either pay now or pay later. Either way—you will pay.

### The problem with lies

When we lie, we take away others' free agency and insult their intelligence. This also applies to omitting the truth. We often justify our lies by telling ourselves that no-one will know, or they don't need to know, or worse still—that they can't handle the truth. In fact, we are the ones who can't handle the truth. Is it okay to make the decision for other people on whether or not they can handle the truth? I don't think so!

From a leadership perspective, is it appropriate to treat someone as

though they need protecting? Then you will wonder later why your team cannot make decisions without your signature of approval. How can they be responsible when you don't trust them with the truth in the first place? Stop running a protection agency and find a way to say what needs to be said.

### Five fears that drive leaders to lie

1. Fear of embarrassment—the shame that comes with embarrassment is so great we will lie rather than admit.
2. Fear of retribution or punishment—there is a great acronym for this fear: 'False Evidence Appearing Real'. Consider that what you think may happen rarely does.
3. Fear of conflict—there is already conflict present. Your lie escalates it, and brings about the very conflict that lying was attempting to avoid.
4. Fear of loss—lying is a lose-lose game. Either way you lose, whether you like it or not. There are those who know you are lying and they will judge you for it, and in some cases make you pay for your duplicity.
5. Fear of upsetting or hurting someone's feelings—this altruistic notion is what you sell yourself so you do not have to face your own feelings. Lying to someone believing you are protecting them is the lie you tell yourself when in fact you are really only protecting yourself.

### What do the lies cover up?

Leaders need to ask themselves: What are the lies that are told in my organisation and what do they cover up? Then they can truly emerge as truthsayers and respected leaders.

We can recall an incident with one of our clients who lied to their customers about stock. This lie was endorsed by management who advised their staff to 'never' tell

**We say we value truth, and at the same time we are destroying the very fabric of our belief structure by not speaking the truth.**

customers they did not have stock: 'Just tell them that we have it, then ring the supplier and ship it in'. What this cost them is their relationships with the customers because they were often not able to deliver on time. It also cost them relationships with their suppliers because they were often pushing for stock. So what did this lie hide? It hid the bigger issue of the company culture affirming that it is okay to tell lies as long as you can get away with it, plus the fact as long as the lie remained in place they did not have to deal with poor stock management. Safe to say, this is not something you want in your business.

### How to turn yourself into a Truthsaying Leader

It takes some guts to be a Truthsaying Leader. If you want to tell the truth, learn to prepare people for it. This is the lesson I learned over 20 years ago, and is still my most powerful truthsayer tool:

**Step 1:** Prepare your subject (something along the lines of 'I want to have a tough conversation with you and I am uncomfortable; I may not get the words right' or 'You may not like what I am about to say'.)

**Step 2:** Tell the truth with compassion.

**Step 3:** Be respectful. This leaves you both with your dignity intact and a clear way forward.

Make sure you are the truthsayer in your business. Create an environment for your staff to dare to speak the truth and imagine the extraordinary results you can achieve in an environment like this. How big does the cost need to be before you take action? Because, make no mistake, you are paying for the lies told in your business. •

#### About Jennifer Elliott

Jennifer Elliott is CEO and founder of Integrity and Values. She is passionate about developing leaders who build responsible teams that create extraordinary results. Contact Integrity and Values to find out how they measure truthfulness and 19 other leadership traits. For more information, visit [integrityandvalues.com](http://integrityandvalues.com).





# *The* Power of Messaging

Communicate your business message in the most memorable way by learning the tools of effective public speaking.

By Skye Hoklas

Public speaking is the process or act of performing a presentation or speech to a live audience in order to inform, influence, or entertain. For some, it strikes fear; for others, it's done with ease. Knowing the tips and tools to effectively convey a business message to staff, stakeholders, suppliers, and customers can be hugely advantageous for C-level executives.

According to a Louis Harris study, "Less than a third of employees say that management provides clear goals and directions". However, in a Forum Corporation survey of Fortune 500 executives, 82 per cent believe that "everyone who needs to know" understands their corporate strategy. Evidently, leaders might think that everyone comprehends their ideas, but this isn't always the case.

Cam Barber, CEO of Vivid Learning, dedicates his time to helping others learn the tools they need to be effective public

speakers. As the founder of Vivid Method—a technique that flips the traditional presentation approach on its head—he has empowered CEOs, celebrities, and other public figures to feel comfortable on stage and deliver their message in the most impressive way. With a high-profile clientele including the coach of Hawthorn Football Club, the CEO of Boost Juice, the head of development at Sensis, and the co-founder of Seek Ltd raving about his work, it's clear that Cam is onto something worth talking about.

"All leaders need to be great at public speaking, and the key skill there is messaging," he says. "Great leaders are always associated with memorable messages. This is no coincidence. It's the impact of their messages that determines whether they are seen as great leaders. This is true for world leaders like Gandhi and Bill Clinton, corporate leaders like Steve Jobs and Richard Branson, sporting leaders like Steve Waugh and Alastair Clarkson, as well as military leaders like David Morrison."

According to Cam, there are many high-level executives who fail to get their messages across when they speak: their presentations are either too vague or become lost in the details. He believes that everyone has the potential to be effective as a public speaker as long as they are equipped with the right tools to bring to life the content they are talking about. "You don't have to learn acting skills or master 100 techniques to be a great speaker," he says. "The first step is to clarify and deliver a vivid message."

This is where the Vivid Method comes in—a simple three-step strategy that reverses the typical oratory approach away from delivery skills. "Much of the traditional approach is driven by the idea that your body language is more important than your words, so your 'performance' must be primary," Cam explains. "There

are statistics that seem to support this idea, but it's wrong. Your body language flows naturally from the clarity about your ideas and the certainty you have in your speaking style.

"I developed the Vivid Method after attending a course many years ago. I came away feeling more nervous and more self-conscious. And I wasn't the only one. The harder we tried to follow the 'optimum' style and apply the performance 'rules', the more uncomfortable we became and the harder it was to relax and see things clearly. It suggested there is a single 'right' way of presenting and that any deviation from this 'optimum' is wrong.

"Then I looked at great speakers and noticed they were all different. There were many variations in style and they all worked fine. Soon we found that the message priority and natural style helped dissolve speaking anxiety. From that foundation, it's easier to structure ideas and add great explanations to bring ideas to life.

"Thousands of people now swear by the Vivid Method, including CEOs, AFL presidents and coaches, sales directors, TV presenters, scientists, politicians, and more. They are getting more support from their teams and building a valuable personal brand as a result of their improved public speaking."

Cam's Vivid Method can be a great tool for business executives to learn how they can best get their message across. The concept is focused on 'ideas versus execution', and leaders can succeed when they get the thoughts out of their heads and into the minds of others. A good example of someone who did this well was Apple founder Steve Jobs, who wrote his own speeches and launched new products on stage. "He was a truly great public speaker," Cam notes. "However, if you just copied his speaking style, you wouldn't find his secret. Sure,

**"Remember, it's the content of your talk that has the value, and your job as a speaker is to sort that content and bring it to life."**

- Cam Barber

he spoke with certainty, but he had a relatively slow rate of speech and an undramatic style.

"His amazing talent was cutting through the noise and crafting transferable messages—messages that journalists, IT gurus, and even consumers would repeat. For example, the iPod launch—"A thousand songs in your pocket", and the Stanford Speech—"Stay hungry, stay foolish". Remember, it's the content of your talk that has the value, and your job as a speaker is to sort that content and bring it to life."

As part of the Vivid Method, Cam suggests finding a speech outline or presentation structure that works for you. "This will save a huge amount of time in sorting your thoughts and structuring your information for the greatest impact," he says.

Another tip is to realise that nerves are completely normal and to not let them get to you. Instead, pause for a second and redirect your breathing comfortably to regulate the mind and body. "Some leaders are reluctant to talk about public speaking anxiety because they feel that they shouldn't get nervous anymore, given their knowledge and experience," Cam says. "The pressure of the spotlight activates our stress response. Most of the physical symptoms of public speaking anxiety are the measurable result of adrenaline, which is released in an attempt to help us, to give us energy. The symptoms themselves are not a problem; it's the way we think about those symptoms that increases anxiety, or dissolves it."

Cam's final piece of advice is to slow down. "Be careful about listening to the annoying voice in your head that says, 'You haven't got time to slow down and breathe comfortably: they're all looking at you—hurry up! Ignore this voice if it shows up. You have plenty of time.'" •







# Sharp Insights, SMART IDEAS

OMD Australia is navigating the complex media landscape to deliver insights, ideas, and results for its national and international portfolio of clients.

Images by Scott Ehler

**A**s part of a global network with 120 offices, OMD Australia consistently comes up with creative solutions to ignite consumer desire and accelerate business growth for its clients. The company was responsible for such campaigns as launching the Best Jobs in the World Phase 2 competition for Tourism Australia, making ‘Macca’s’ the official nickname for American fast-food chain McDonald’s in Australia, and in collaboration with Saatchi & Saatchi introducing a fully interactive illustrated book for OPSM Eye Care that screens children’s vision as they are being read to.

OMD is focused on challenging convention to ensure a consistent delivery of market-leading work. Proof is in the pudding with OMD winning 28 domestic and international product awards over

the past 12 months, including sweeping the board at this year’s Festival of Media Global Awards with OMD taking home five gold awards including the Grand Prix Campaign of the Year Award.

CEO Peter Horgan has an extensive background in the media industry. His professional career began in London in the early 90s in account management and media buying before he moved to Australia in 1995 to take up a job with Y&R, then Media Decisions. In 1998, Peter joined Optimedia, and three years later he moved to Carat Australia, stepping into the position of national buying director. In 2003, Peter joined OMD Australia as the executive director of trading, and after three years was promoted to managing partner. During his three-year term in this role, he worked with fellow managing partner Leigh Terry and CEO Mark Coad to guide the

business to its position as the most successful and awarded media agency in the country. In 2009, Peter became joint managing director with Leigh Terry, and after less than two years stepped up to the top spot of sole CEO with Leigh’s elevation to a regional role.

Like most industries, change is the only constant in media and advertising. Peter says OMD today can’t be compared with the business it was in the early days when he joined. Even as recently as five years ago, it was fundamentally a planning and buying industry with far fewer people and a much simpler process in place. “You agreed who the target audience was and you laid down a planned schedule of activity, which was fundamentally in paid media,” he says. “Digital was re-emerging after spending five or so years in the naughty corner after the dotcom crash. The >



“The landscape has changed enormously, and the complexity of what a media agency does has moved way beyond traditional paid media.”

- Peter Horgan

media agency industry had a strong focus on process; it needed to transact more efficiently, streamline the planning and buying functions, and do that with a lean resource structure.

“The landscape has changed enormously, and the complexity of what a media agency does has moved way beyond traditional paid media. Clients themselves have become broadcasters with the ability to leverage their own brands and narrative through their own channels.”

Throughout Peter’s time at the helm, he has led OMD through a metamorphosis to one of the larger, smarter, and more commercially successful agencies in Australia. Fundamental to OMD’s success under Peter’s leadership has been the ability to help clients transform their business in this constantly changing landscape. “Technology has had a transformative impact on the media market, and it is our role to help our clients navigate this,” Peter explains. “We employ a number of insight and data specialists to analyse and demystify the wealth of data that technology has made available to our clients.”

Tackling this ever-evolving environment has been a challenge. The company must attract and streamline the diverse skill sets necessary to remain the experts. “You see a decade’s worth of change every year,” Peter notes. “Clients don’t want to navigate that themselves. They need you to be able to coordinate those different pillars of expertise for them.”

One area of the business Peter is particularly renowned for is his focus on people. “The landscape is much more about performance, but, from my perspective, the most fundamental difference at OMD has been that we were an early adopter of shifting the focus from process towards people. Our continued success is 100-per-cent dependent on our people and the culture we create. We wanted to nurture an environment that people wanted to work in, one where they felt connected to the brand, and one where there was loyalty between the employees and the organisation. We wanted to empower our people to do great work for clients.”

These lessons came about early in his leadership tenure when he

found the constant push for new business could be costly. Peter explains: “If you become too focused on new business targets or client imperatives, there is a danger that you can forget the human side of the teams that are working for you and push them too hard. I was guilty of this earlier on, and it reflected in staff morale, which had a big impact on the business. Now commercial success is never at the expense of our people.”

This is where Peter sets himself apart from his peers. Unlike many agencies, Peter makes it a public priority to resource for sustainable workloads and the headspace to drive results. Over the past year, Peter declined to participate in a number of new business pitches when he felt the participation would put a damaging burden on his people. Recognising the importance of sustainable growth, Peter places greater emphasis on cultivating business from within. In an industry where often success is defined by the number of new business wins, this was a brave move. “While we may not always be in the headlines for new business wins, we are very proud of that fact that we have a 95-per-cent client retention rate over a number years. Tenure and deeper client relationships is what counts. While, of course, we’ll chase new business, it won’t be at the expense of our people or our clients.”

In cultivating this people-first approach, OMD invests in three core areas of training and development to ensure staff remain at the cutting edge of the media landscape, and are fully supported to maximise their personal potential. The first is internal core skills training where experts and leaders evangelise throughout the business. The second is external skills training with a focus on developing employees into effective managers or leaders.

The final element is inspiration, inviting game-changing leaders across a diverse range of industries and backgrounds to come in and share their experience, ideas, and perspectives. Recently, OMD



hosted a member of the Australian Army who spoke about teamwork and how that is addressed within the military.

According to Peter, recent staff survey scores have revealed that employees are the happiest they've been in five years, and client satisfaction scores are also as good as they've ever been. "We've won awards in the Asia-Pacific region in recognition of our people development and culture for the past two years running. We've also consistently ranked in the Top 50 *BRW* Best Places to Work in Australia." OMD is the only communications company to have ranked in this listing for the past six years.

"I take great pride that with our people culture and product perspectives, the wider network draws a lot from OMD Australia. We are seen as leaders in this space and we are frequently tapped for the initiatives we put in place."

Peter says that it's OMD's core values that underpin the company, and these have been shaped around instilling a strong working culture where everybody's voice is heard. "Team First is the first of our four pillars," he says. "With a complex environment of diverse skill sets and levels of expertise, there is a danger of creating a departmentalised organisation and all of the cultural malaise that can go along with that. So we put a central focus on teamwork and cross-collaboration.

"I take great pride that with our people culture and product perspectives, the wider network draws a lot from OMD Australia."

- Peter Horgan



"The second is Authenticity. We may not be the flashiest or showiest culture, but we are real. We deliver what we say, and there is a down-to-earth authenticity that is fundamental to our output. We recruit around this value.

"Next is Challenge Convention: permission to push the boundaries but not lose sight of the fundamental fact that you're investing other people's money. You can't be reckless in how you do that, but clients do require you to be brave and to challenge the status quo.

"Finally, the fourth pillar is Fun Matters. We spend a lot of time together. It is a work-hard environment, but we also want to be able to enjoy each other's company and enjoy what we do every day."

When looking to the future, Peter's vision is focused on driving a strong performance culture that is centred on return on investment, and shifting the traditional position of the media agency to one of a true strategic partner to its clients. "We want to do that in a truly OMD way—an authentic group of professionals that clients are excited to partner with. This is only made possible with a staff base which is nurtured, supported, and invested to be the best that they can be."

Peter is excited to continue his role in guiding OMD on a successful path forward. He is a great asset to the brand and an effective driver of its services on Australian shores. Peter's passion was recently recognised with the accolade of Agency Head of the Year in the Campaign Asia-Pacific Agency of the Year Awards 2014. •





# YOUR STORY, Our History

Established under the *Archives Act 1983* as an executive agency of the Commonwealth Government, the National Archives of Australia is keeping the country's memories alive through the preservation of government primary information sources.

Images by Irene Dowdy

**T**he National Archives of Australia provides a sanctuary for the nation's documents, evidence, memories, and records so that Australia's history can be reinterpreted, rewritten, and reworked as time goes on. David Fricker is Director General of the organisation and believes history is never finally written or safe, making the role of the National Archives all the more important.

"Every generation looks at its past through its own lens and through its own contemporary set of values, beliefs, and experience," he says. "I like the quotation you hear quite often—'All history is fiction'—because history needs to be constantly rewritten. The way it is rewritten is through archives. The National Archives has the primary sources and the evidence from which new discoveries are made and from which an evolving history is developed.

"That is why our motto at the Archives is 'Your story, our history', and it is up to you to find your own particular story by researching these primary sources, records, and evidence. Through this process, we continue to evolve the sense of our own history. I don't think history should ever be considered safe. Every generation has the obligation to rewrite history, as far as I am concerned."

David joined the Archives at the start of 2012 and comes from a background of information, strategic and change management within the government sector. His previous role was with the Australian Security Intelligence Organisation (ASIO), where he drove innovation and reform during a significant period of growth and change. Prior to that, he ran his own consultancy company, Business Synetics. His past experience has taught him many things, including that when you are in a leadership position

you need to know exactly what it is you stand for and define a clear set of goals.

"You have to be consistent about those goals and have them in mind every day, in every part of the work that you do," he says. "Also, you have really got to be ready to sacrifice the sacred cow. So much progress is impeded by people hanging onto old ideas that have outlived their usefulness. Technical obsolescence is a good thing; it's inevitable and demonstrates progress and innovation. But when we talk about an idea becoming obsolete, that's a different thing. When you have an idea that's holding you back, it usually means it wasn't such a good idea in the first place."

The Archives' role is to be the custodian of the Commonwealth Government's memory and to make it accessible to the broader community. Its core business is not to simply store records, although it >

"Our motto at the Archives is 'Your story, our history', and it is up to you to find your own particular story by researching these primary sources, records, and evidence."

- David Fricker





does hold vast amounts of information, but to bring authentic, accurate, and intact records to the Australian public—and now, through the virtual environment, to a global audience.

“The Archives keeps a nation’s memory,” David says. “Everyone instinctively knows that if you lose your memory, then you lose everything. You lose all your knowledge, your social networks, your identity, and any ability to make decisions about the future. We need to be preserving our capability to look back to what happened in the past so that we can make sensible decisions about the future. The Archives is so important because the records we hold have significant information about individual and national identity.

“Individual people can come to us to research their family history—to understand who they are, where they came from, and to get a much better understanding of their own identity. Then, at a national level, we have this incredible collection of material that is the intellectual capital of the nation, enabling the development of new knowledge.”

The National Archives has a great level of educational value and is used regularly by a wide range of people. The organisation has aligned with the national school curriculum and has a ‘virtual reading room’ that provides resources to teachers and students. Other educational initiatives include providing information for the ABC’s *Splash* website, and creating a special online learning section for the World War I centenary on its *Discovering Anzacs* website.

Technology has been a huge enabler for the National Archives, and the current phenomenon of digital disruption has been vitally important to its operations. It is allowing David and his team to reinvent the processes and the organisational arrangements of the records. “We are going to complete an end-to-end review of the way that the Archives operates in the

“Technology is enabling us to completely reimagine the way that the Archives works to transform the way that we deliver a rich set of authentic records to all Australians well into the future.”

- David Fricker



digital age, enabled by new and emerging technology,” he explains.

“That means that we are going all the way back up the value chain, looking at the way in which records are created to gain insights into the information culture within an organisation and how we can embed better processes and systems. We want systems to recognise data of enduring value, grab that data the instant it is created, wrap it up in a rich layer of metadata, and protect and preserve it so that it is useable and reusable well into the future. Technology is enabling us to completely reimagine the way that the Archives works to transform the way that we deliver a rich set of authentic records to all Australians well into the future.

“We are also using technology to ensure that digital information outlives technical obsolescence, so that we have information that lives forever. Technology certainly does touch every corner of the organisation and is one of the most exciting aspects of working in the Archives at the moment.”

David says the organisation has a number of key relationships that are integral to its operations. The first is with the Commonwealth Government: “We are not a mega agency by any means, so we have to work with Commonwealth

departments and agencies cooperatively and collaboratively to develop information policies and better systems for the management of information.”

The second is with the general public: “That relationship is around how we are enabling better channels of access and what we are doing to allow the general public to connect much more easily with the collections held within the Archives.”

The third relationship is with the business community: “To grow our capability and to open up the collection, we need partnerships with businesses who can work with us to achieve our mutual goals.” Furthermore, the Archives reaches out overseas, connecting with other cultural institutions to bring benefits in terms of international relations and foreign policy.

David is extremely proud of what he and his staff at the Archives have achieved during his tenure so far. He is thrilled to have seen a cultural shift across the Commonwealth Government sector, and also the commencement of new infrastructure projects such as the repository and preservation facility currently being built in Canberra. “What we have seen coming to the fore is an understanding of information as a vitally important asset, just as





important as financial assets, human resource assets, knowledge, and so on,” David says.

“The digital transformation is being embraced. You can re-engineer processes, you can mobilise workforces, you can reimagine the business model, but none of that has lasting value unless the information assets underlying all of that are of a high quality and durability. That for me is something that has been very satisfying.”

On a more personal level, David was honoured to have been elected as president of the International Council on Archives, based in Paris. “I am quite proud of that because I think that is emblematic of the way that the National Archives of Australia is recognised as a leading institution in the global information management community. It is just one more reminder that Australia does actually occupy a significant position of leadership in

information management and policy around the world.”

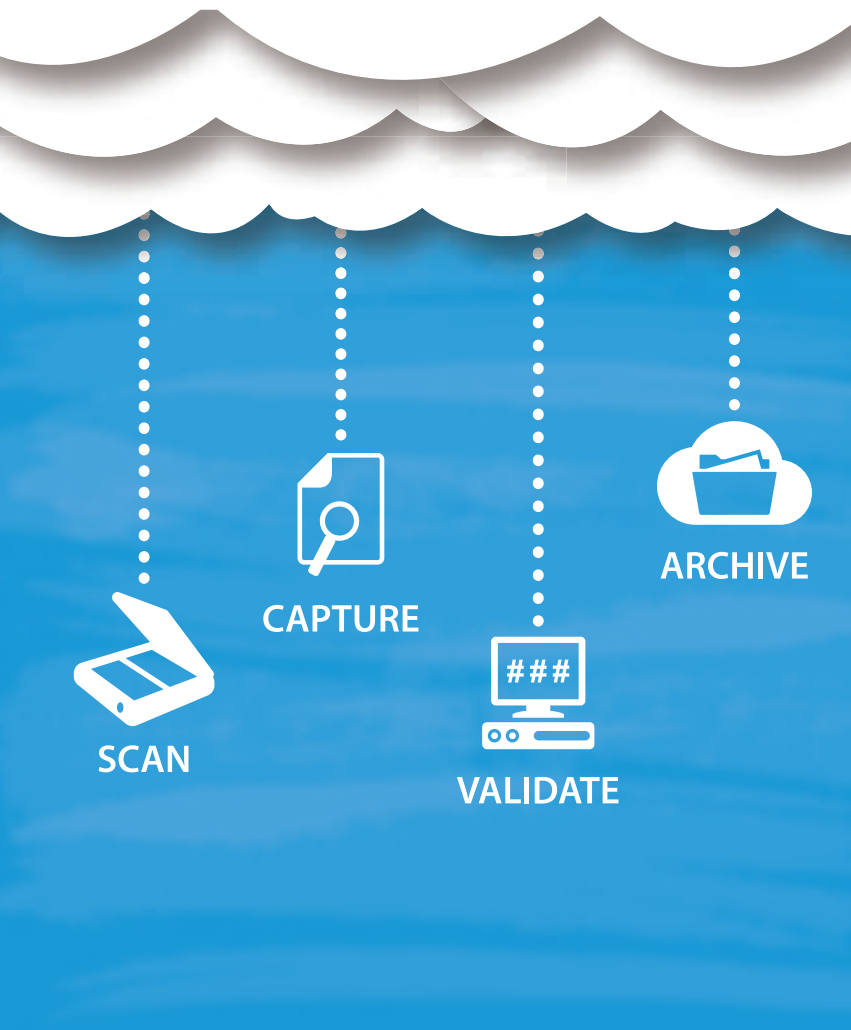
Looking forward, David believes the Archives will continue to play a crucial role in society, operating across the continuum of the information life cycle. It will be more than just the final resting place for information. “In the digital world, the Archives will be operating all the way back to the pre-creation stage of information to make sure that the information governance, policy, practices, and systems, as well as the values and behaviours of organisations, are right to create and capture authentic, valuable, and enduring information.

“A critical part of creating more value for the general community will be the mass digitisation of the records held within the Archives. In the future, I hope to see more and more of our collection digitised and discoverable online, enabling all Australians to fully recognise the potential of



Australia’s memory. We need to make sure that the information we store is protected, wrapped up in a rich layer of metadata, and preserved into a collection.

“I think that is the main change for us ahead. We will be operating across that complete continuum of the information life cycle to ensure the memory and evidence of the Commonwealth Government of Australia is preserved and made accessible for all future generations.” •



## Need help executing your digital strategy?

Converga’s document management solutions offer digitisation and cloud-based storage and are adaptable for many business processes including;

- Forms automation
- Applications and claims processing
- Human Resources and payroll
- Accounts payable and accounts receivable processes
- High volume scanning and backscanning

Call us today to find the right solution for your business.

1300 557 672 | [www.converga.com.au](http://www.converga.com.au)





As featured in  
*The CEO Magazine*  
For more info visit  
[theceomagazine.com](http://theceomagazine.com)





# Talking TRAVEL

Express Travel Group has doubled its size in the past five years, and that growth looks set to continue thanks to the success of its three sub-brands—Select Travel Group, Independent Travel Group, and italktravel.

Images courtesy of Express Travel Group

**E**arly in 2015, Orient Express Travel Group rebranded itself as Express Travel Group. By dropping the first word from its title, it was able to better represent its operations as a respected global travel organisation and reflect its broadened customer base. In the past, its core focus was on the Asian market, but today the business provides products and services to cater to a diverse range of consumers wanting to travel to destinations all over the world.

Under the Express banner are three retail travel brands. The first is Select Travel Group, whose origins lie in the ethnic Asian travel market comprising large volumes of passengers to Asia. More recently, these stores are focused on tours, cruises, and packages worldwide. All agents are multilingual and go by the slogan ‘We speak your language’.

The second is Independent Travel Group, which serves a wider client base, considering most members in this group have many years of travel industry experience and

therefore exposure to assisting their customers with journeys to traditional markets such as the UK, Europe, and the USA.

Last, italktravel is the newest addition, which was launched last year. italktravel is a growing retail travel franchise model and currently sits at 31 stores nationwide.

Owner and CEO of Express Travel Group Tom Manwaring says the name change was to recognise the evolution of the organisation.

“When I first bought the company, it was primarily doing Asian travel,” he explains. “Ninety per cent of our sales were from that market. Our business concentrated on the ‘visiting friends and relatives’ element with Asian-Australians going back and forth to Asian countries. That remains almost recession proof—these people fly all the time, maybe three or four times a year.

“That was a solid base for the business to grow on, and then we have added onto that with the Independent Travel Group. This caters for more of the traditional

Australian going to Europe or the US type of client. Now we are a combination of both and we are a merging of both cultures. We have a mixture of clients travelling to all parts of the globe.”

Tom’s career was largely spent in the airline industry, with Qantas for a short time and then Cathay Pacific for almost 30 years. He spent a significant period based in Hong Kong, Japan, Taiwan, and Korea, which gave him a great understanding of the Asian market. When the opportunity to purchase what was then known as Orient Express Travel Group presented itself in late 2003, Tom jumped at the chance. With the company based in Melbourne and offices in Sydney and Brisbane, he proceeded to grow its presence and give it a national footprint by opening additional offices in Adelaide and Perth. Furthermore, he introduced new technology into the automation of systems and successfully introduced the three additional sub-brands.

“I have always loved the travel industry,” Tom says. “I have been involved with it all my life, and I >





# Entertainment to keep you mesmerised.

(Okay, maybe not that guy in the new fully-flat bed.)



**The new A330 Business Suite  
with fully-flat bed.\***



\*Business Suites (and Panasonic eX3 entertainment systems) are being progressively introduced on A330 aircraft in 2015 and 2016.

QANTAS AIRWAYS LIMITED ABN 16 009 661 901

think the driver there is that it's a happy place to be. You are dealing with people who are going on holidays or on business, so it's a great environment to grow up in. And then owning my own business was something I always wanted to do, and that's what gave me the opportunity really to stay in the industry and to drive my own destiny to some extent.

"The other thing about it was that the business, in those days, was dealing mainly in Asia and I was comfortable in that space. At that stage, about 90 per cent of the staff were Asian-Australian, speaking six or eight languages, and we have grown it out now to 80 staff, of which about 60 per cent are Asian-Australian and 40 per cent are European-Australian. We speak about 14 languages. Most of our staff were born in Australia, but they have grandparents or parents who were born in any one of 21 countries.

"That's our business strength and point of difference, because I think we are very familiar with the requirements of a combination of cultures; we have got that whole mixture within the business. And then it also timed well with the demographic changes happening within Australia."

Tom has guided Express Travel Group through its journey of being a niche operation to becoming a travel business with global significance. He is exceedingly proud of what he has created, and has maintained the strong company ethos and great culture that has been there all along.

"Our key values are around integrity and empathy with the client," he says. "We have a smattering of every type of person in the group, and we want them to feel like they are a part of a team. We all use the catch cry 'smarter, faster, stronger'. We have had that for 10 years now, and it means we strive to be smarter in terms of the use of technology, faster in terms of our speed to market, and stronger in terms of our group. We have doubled our size in the past five

"We strive to be smarter in terms of the use of technology, faster in terms of our speed to market, and stronger in terms of our group."

- Tom Manwaring



years and we plan on more expansion in the future."

The staff at Express Travel Group are cross-trained in each internal operation area for the different sub-brands. Customer service is a priority, and employees are always willing to go the extra mile. "There is nothing new about it; you don't have to reinvent the wheel," Tom notes. "It's just about making sure there is a consistent approach to what we do or what we try to do every day in dealing with customers to sort out the wrongs. We are making sure we do right more than we do wrong.

"It has always been tough in business; there are no free kicks. But the more consistent we are about what we try and do, the better, and that means looking after our staff. I am really proud that the ratio of staff leaving is around 2 per cent, and it has been that for the past five years. We generally only lose one or two people per year going on to other jobs. So we have gone from 50 staff up to 80 now. We have been adding people gradually over the past three years just to keep up with the demands and needs of the business, but we have used a lot of technology to offset the need to be adding hundreds of staff. We are doing four times the business we were doing eight years ago, so four times the volume with almost the same number of staff. We have

been able to maximise the use of technology to grow the business further."

In an approach similar to the one with staff, Tom says that relationships developed with suppliers and other partners need to be nurtured. "We offer all of the value-added product you can think of, so it's as much of a one stop shop as we can possibly garner," he says. "We are constantly meeting with our suppliers and discussing the ways we can improve their business, which in turn will improve ours. If we can keep our suppliers happy and our agents happy, then we will be doing good business. We share the knowledge we have and we share the success."

Tom foresees that Express Travel Group will continue to grow in the coming years as more and more people travel for leisure, to visit friends and family, and for business. "I think the future is very strong," he states. "The vast majority of outbound travel from Australia is still via an agent, and I think that's a trend that's going to remain, as long as they are value-adding to the experience, are cost competitive, and have got great service and knowledge. The sheer volume of new flights, airlines, and cruise lines operating in Australia will make sure that prices are very competitive and therefore will create demand. It's a win-win for everybody." •



As featured in  
*The CEO Magazine*  
For more info visit  
[theceomagazine.com](http://theceomagazine.com)

# Female Mentorship

As more companies look at ways to increase female representation at executive levels, mentoring is showing good results in helping women to succeed in business.

By Lauren Ingram

Despite the number of women in the workforce increasing and more women attending university than ever before, women are still a minority in the executive world. Of the ASX 200 companies, there are more men named Peter who hold a position as chairman or CEO than there are women in those positions. Men's participation in the workforce sits at 71 per cent, while women's is at 68 per cent. The pay gap still exists and it's widening rather than getting smaller.



The challenge of getting more women into executive positions is exacerbated when the industry in question is male dominated. Laurice Temple, the CEO of the National Association of Women in Construction, understands this all too well. She says that while there is not one solution to the problem of gender imbalance in business, there are a number of things that can be done to help.

“There is definitely no one solution to increasing the participation rate, as there are a number of complexities which have become ingrained in our society over many generations that contribute to the dilemma,” Laurice says. “There are a number of challenges that make full participation very difficult, but not impossible. These include, but are not limited to: discussions around maternity leave, affordable childcare, and gender biases such as pay gaps and slower advancement in careers for women.”

Over the years, there have been a number of high-profile women who have spoken out about the gap between women and men at executive levels, and given their thoughts on what needs to change to close the gap. In her book *Lean In*, Sheryl Sandberg, Facebook’s COO, advocates that to increase the number of women in executive ranks, a culture of mentoring must flourish. She says women must lean into opportunities and mentoring, and high-level executive women must help those further down the ranks.

Global giant Deloitte ensures that every one of its employees worldwide is paired with a mentor from inside the company. It’s an integral part of how the company grooms talent and ensures its employees succeed. “Usually an experienced manager within your service line or function, your mentor helps manage your performance as you progress, and acts as an information source and liaison point,” Deloitte’s website explains.

“You can turn to him or her for support on any issues that have an impact on your daily work and development. Through

your mentor, you establish goals, receive feedback, and review your performance at the end of each cycle. Your mentor represents you as other managers review your results, assess your performance, and discuss promotion possibilities.”

Deloitte also sponsors a number of external mentoring programs, including one for female students interested in technology, and they’re not alone. A world economic program report in 2010 showed that 59 per cent of companies in 20 countries have some form of mentoring program. Studies have shown that men are more likely to have a mentor, and many believe that increased mentoring will help raise women’s participation in business.

There are a number of programs in Australia that aim to help women get mentored and succeed in their career. Women in Media is a program that pairs female journalists in the early to mid stages of their careers with experienced women in the media like Tracy Spicer, Kate McClymont, Marina Go, and Emma Alberici. The program aims to help young women to succeed in an industry where the pay gap sits at 25 per cent, and although there are more women graduating university with journalism degrees and entering the workforce, management in the media is largely male.

“The latest research shows women outnumber men in our industry,” the Women in Media aim states. “But women are typically younger and mid-career women, earn less, and have lower-status positions than their male colleagues. Women in Media was established to support, nurture, and guide women in media by offering a safe environment where women can share their experiences away from the fast-paced, competitive nature of media workplaces around the country, and the isolation of the freelancer’s realm.”

The Cherie Blair Foundation, started by British barrister Cherie Blair CBE, aims to empower and give financial independence to

Of the ASX 200 companies, there are more men named Peter who hold a position as chairman or CEO than there are women in those positions.

women around the world. One of the initiatives of the charity is its mentoring program, where it teams up women in developing countries around the world with a mentor who can give them advice, help build their skills, and make connections for them.

One big difference is that the Cherie Blair Foundation’s program uses technology, and, rather than face to face, the mentoring is done online. This allows women in established economies and business environments to mentor those in developing countries, which is extremely valuable. “Using our online platform, they spend 12 months working one-on-one to achieve key business goals,” the foundation says. “Participants build their business skills and digital literacy through our trainings, and become part of a global community of committed, ambitious entrepreneurs who are invested in each other’s success.”

As the foundation and Laurice Temple point out, mentoring and having a higher percentage of women in executive roles isn’t just good for individuals; it’s good for business, it’s good for the economy, and it’s good for society. Studies show that workplaces with more women in executive roles are more likely to have flexible conditions and higher engagement, which helps men and women.

“Gender biases do not just affect women; men are affected too,” Laurice says. “For example, it is not felt they can ask for flexible working in order to help with childcare. Our current thoughts of what success is, in which we work ourselves into the ground, is not sustainable. It is a model that has been exacerbated by technology and is not really working for men or for women in our current-day society.”

Ultimately, increasing female participation and representation at the executive level of business is a positive for everyone, and female mentoring has been shown to help achieve it. Why not start an internal mentoring program in your business and see the results? •



By Vanessa Gaven



As featured in  
*The CEO Magazine*

For more info visit  
[theceomagazine.com](http://theceomagazine.com)



There are fundamental differences between administrating, leading, and managing. Successful CEOs have a clear philosophy about the balance they place on all three.

**F**or decades, academics and business commentators have debated the differences between administrators, managers, and leaders, almost to the point of considering them to be different approaches. Interest in the topic has increased in line with the growing size and complexity of organisations, and the global discussion continues today. In my view, this needs to be a discussion of balance.

There are two compelling reasons why CEOs should understand how the three differ. The

associated skills and traits impact performance at every level of an organisation, and applying the knowledge can turn an average CEO into a great one.

### **The optimal organisation**

In simple terms, most corporate structures can be summarised as a pyramid with individual contributors, managers, and leaders at the top. Each contributor has responsibilities they need to prioritise in order to drive success. The impact of decisions and the requirement to navigate complexity to get the 'big things' right

increases exponentially as one rises to the top.

In a high-performing company, all three levels understand what to focus on to get the big things right. Efficient individual contributors are ensuring the work is performed to a high standard and that the operation runs smoothly in line with strategic goals; effective managers are executing well and delivering consistent results to clear KPIs; and visionary leaders are creating direction and driving business success regardless of the trading environment.

To achieve this perfect state, you need the right person in the right job throughout the pyramid. As leadership expert Jim Collins puts it: “Get the right people on the bus, the wrong people off the bus, and the right people in the right seats.” Being good at this is the essence of a good CEO. To do it well, you need to understand capabilities and personal qualities well beyond role descriptors.

If we assume administration is about delivering a practical, detail-focused, and task-driven approach to the rules and standards, then management is about making those rules as well as thriving on challenges and bringing people together to achieve goals. Leadership is about reinventing the rules, seeking out new horizons, being forward-looking, inspirational, and strategically getting the big things right. It is my view that to get the right outcomes, you need to possess all three capabilities.

Most leaders would agree that it is rare to find a single person who is equally good at all three. Most people favour one or two styles, and these determine their working style. Organisations need to be diverse and complementary. Different roles, business cycles, and market conditions demand different styles. If these elements are mismatched, the person will underperform. This is why the concept of having the right person for the right role is so important.

Having someone who possesses the right qualities in a role is just as important as whether they have an MBA or years of service. When appointing their direct reports, many CEOs think deeply about the make-up of roles and capabilities as they relate to their business cycle and market conditions. CEOs often assume that other areas of their organisation are taking the same strategic approach, to the detriment of the organisation.

## The multiskilled CEO

Like everyone else, every CEO has an innate working style that is predominantly administration,

## Where is the balance of your CEO style?

**Administrators:** You judge people by how well they follow processes and obey the rules, and you expect to be involved in every significant decision your team makes. You are efficient at executing the business strategy but can get consumed with task and detail and lose sight of the company vision.

**Managers:** You like to see efficient allocation of individuals, teams, money, time, and other resources. You measure success by how well your direct reports achieve their goals and motivate people with tangible rewards. You are good at learning from the mistakes of the past but not so good at projecting your organisation's future needs.

**Leaders:** You see your role as providing the big picture behind the business strategy. You motivate people to buy into it by communicating a vision for the future with conviction. You have strong ideas about the best strategy to achieve the vision but are less interested in the detail, as you expect others to take care of it. You measure success by how well the whole enterprise performs.

Different roles, business cycles, and market conditions demand different styles. If these elements are mismatched, the person will underperform. This is why the concept of having the right person for the right role is so important.

management, or leadership based. It is often believed that getting to the top indicates strong leadership qualities, but this is not always the case. Plenty of MDs manage well but lead badly.

Each style has its advantages. If the CEO has management strengths, good business strategies will be executed well. If leadership dominates, the enterprise will move forward. And being well organised and having an eye for detail are good traits for dealing with business complexities.

The optimal state is a CEO who possesses all three styles and an understanding of which one their organisation needs most from them at any time. In a challenging business environment, an inspirational leader with vision will help everyone to deal positively with change. When it is business as usual, a managerial-style CEO will promote stability.

Getting the balance right is crucial. For example, a CEO who always micromanages like an administrator creates a culture where the focus shifts from big things to minor details.

Whatever your style, it is important to recognise it and determine if it matches what your company needs. If it doesn't, it may be time to change.

## Adapting your style

Most CEOs have honed their personal management style through a combination of

experience and professional development while ascending the corporate ladder. No CEO approaches the role in the same way as when they were a manager. Not only have they matured; they have learned that what works at one level does not necessarily succeed higher up.

Unfortunately, many CEOs no longer see the need to evolve their style once they reach the top, on the ground it got them there. Yet their company needs more than a one-note leader—it needs a three-in-one CEO. Anything less, and neither the business nor the CEO will thrive.

As a senior executive, one of the most powerful actions you can take is to evolve yourself. Start by identifying whether you are inclined to be an administrator, manager, or leader. Armed with that knowledge, you can plan to develop the capabilities that will bring out your best self. Only then can you enable your people to understand the differences between leadership, management, and administration and set the tone to develop all three capabilities throughout the organisation. •

### About Vanessa Gavan

For over 15 years, Vanessa has consulted to a range of leading Australian and international organisations to enhance business strategies, improve executive leadership capability, redesign organisational structures, and deliver operational performance solutions. As an entrepreneur and business leader, Vanessa has lived through every business life cycle and has refined her abilities to inspire, deploy, and motivate people to achieve great things.





# Testing the Waters

Supplying 1.4 billion litres of water every year to 4.6 million people in Sydney and surrounds, Sydney Water aims to provide an essential service at a fair price.

Images courtesy of Sydney Water

Since coming to Sydney Water from Hunter Water, Managing Director Kevin Young has taken to the job like a duck to water. Kevin has instituted a cultural change at the organisation, focusing on three pillars of workplace safety, customer service, and accountability. *The CEO Magazine* spoke to Kevin about how digital media is transforming customer service, the history of Sydney Water and the responsibility that brings, and his plans for the future.

***The CEO Magazine:*** Kevin, you've said previously that when you started working in the water industry you never thought you'd make that your career. What was it back then that made you think that, and how was your mind changed?

**Kevin:** I started my journey as a trainee electrical engineer with

BHP. This was exciting, but it meant having to work full time during the day and undertake university at night, which placed a lot of pressure on me as a young man. Thankfully, an opportunity to take up a graduate position with Hunter Water allowed me to undertake university full time, while working for Hunter Water in my holidays. It was an opportunity too good to pass up.

When I finished university, I joined Hunter Water full time. After a short period, I found the industry slow moving, as I was keen to set the world on fire with my youthful enthusiasm and confidence. So I made a decision and left Hunter Water to join the private sector. A good friend and I were both interested in the same two jobs, one a structural engineer and the other in water engineering. To decide which one we would go for, we tossed a coin. The rest, as they say, is history. As an aside, my good friend won the structural

engineering job and has enjoyed a stellar career!

Following a period in the private sector, I noticed there was a wave of change occurring in the water industry due to commercialisation, and I decided to catch this wave and be part of the change, returning to Hunter Water. Graduates often ask me, "When did you put a game plan in place to be CEO of a major water utility?" and I tell them that careers involve chance, but the secret is you have to try to be the best you can be every day and grab or make opportunities—the rest looks after itself.

**What has been your focus since coming on as CEO of Sydney Water?**

On the first day of the job, the communications team asked me, "What will you focus on as CEO?" I remember telling them three things: one, there are too many >



As featured in  
*The CEO Magazine*

For more info visit  
[theceomagazine.com](http://theceomagazine.com)







injuries in our workforce and with our private-sector partners; we have to do better. Two, customer service is an attitude, not a division of the company. There was a wave of change coming and we needed to get ready. And three, every part of our business has to 'meet and beat the market'. We need to hold ourselves accountable for how we spend our customers' money.

These three things have been the pillars of our transformation, with an additional focus on culture. Sydney Water was a traditional government water organisation, which meant being a top-down hierarchical company that was risk averse and oppositional to new ideas. We have made some great progress in changing our culture, but it is a journey, one that continues every day.

**Sydney Water has quite a long history. How has the organisation grown and changed over its existence?**

We were formed 127 years ago when a growing Sydney desperately needed fresh, healthy water, and typhoid and cholera epidemics raged through the communities. It was a time when 25 per cent of children didn't make it to the age of one, and even when they did they weren't guaranteed a long life expectancy. We met those challenges head on and became one of the world's great engineering organisations. Growth over the world wars saw the business focus on construction. The industry then went through a commercialisation phase with a focus on outcomes. Economics and accounting were the drivers of change, and it was all about delivering efficiencies and effectiveness. Paul Broad led this at Hunter Water and then Sydney Water.

I've loved being part of this, with a new focus on customer contracts and operating licences that hold companies to account. The rise of independent regulation in health, environment, and pricing also drove great gains. The business went from a focus on infrastructure



**"We take tremendous pride in the work that we do, and we know we have a responsibility to continue to deliver to a high standard."**

- Kevin Young



to a focus on asset life cycle and customer service levels—in essence, an asset management approach. The new wave hitting the business is all about competition and customer focus. The rise of social media has created a new social democratisation with increasing people power. Sydney Water is pushing hard to catch that wave and not be swamped by it. It's an exciting time.

**What challenges have you, and Sydney Water, faced in recent years and how have you overcome them?**

Dr Kerry Schott AO, the previous managing director, had worked

hard to ensure the business had a strong foundation. Upon my arrival, I set about focusing the business on a new organisational structure and strategy. Once this was in place, we needed to face major challenges in culture: moving to a constructive one-team approach; customers: realising that customer focus is everything; and the need to drive efficiencies. We had received a new price path and had a burning platform to save over \$200 million in operating and capital costs.

We take tremendous pride in the work that we do, and we know we have a responsibility to continue to deliver to a high standard so that >



## Leading the way in water infrastructure

When it comes to delivering, our people set us apart.

John Holland has a long and successful history of delivering world-class water and wastewater infrastructure projects for the global water sector.

As one of Australia's most diverse contractors, we provide reliable and innovative design, construction, operation and maintenance services.

John Holland - proudly working closely with our customers to improve water access and efficiency to achieve a more sustainable future.

Visit [johnholland.com.au](http://johnholland.com.au)

West Camden Digester, NSW



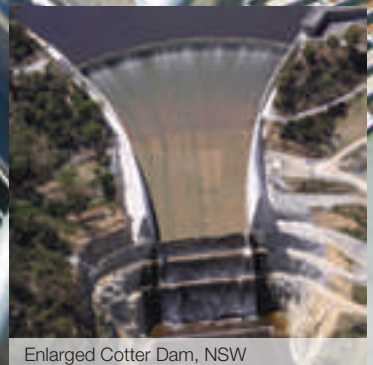
Sandgate WWTW, QLD



Sydney Desalination Plant, NSW



Sugarloaf Pipeline, VIC



Enlarged Cotter Dam, NSW

*Powered by People®*





the environment and our customers' communities benefit. The efficiency drive led to some tough calls, including outsourcing all of our electrical and mechanical maintenance to the private sector.

When it came to our civil maintenance, we knew we were around 18 per cent higher in cost than the best-practice providers in Australia. With a commitment to partner with our unions, particularly the Australian Services Union, we went to the depots and put forward the case for change. At the end of the day, we put in place a new EBA with a joint commitment to make savings over three years. I'm pleased to say that this promise has been delivered.

Our service delivery teams have done an incredible job undertaking a huge culture change through their 'meet and beat the market' program. We've been able to pass the benefits of these efficiencies on to our

customers. At the same time, we have lifted scores in safety, customer satisfaction, and environmental performance. Becoming competitive has also brought with it higher morale and job satisfaction.

To meet emerging challenges and to protect our customers' interests, we must continue to improve how we do business. We must also ensure we are always working effectively with other agencies to promote whole-of-government solutions and improve our understanding of the costs of future urban development and rising environmental standards.

**What key values are paramount in the organisation, and how do you instil these in staff?**

Our corporate strategy has five values which have resonated with the business. They are: customers at the heart; achieve as one team honestly and ethically; care for

one another, the community, and the environment; make every decision and every dollar count; and create new and better ways of doing things.

When we launched them, we said that values aren't real when they just sit on posters or badges. Values are real when they are recognised by what each employee of Sydney Water says and how they act. You know the values have hit home when you look at the results the business achieves. Across the board, we are hitting all-time highs in customer satisfaction, efficiency, culture, safety, and engagement—but there's always more still to do.

**You have been implementing a big culture change at Sydney Water. How did you go about this task?**

When it comes to implementing a culture change in the workplace, the best thing to do is lead by

## ZAMTECH TRUCK SERVICE

- Take a new approach and drive your maintenance dollar further
- Maintain your fleet and plant at a time and location that suits you
- Fully qualified and experienced team of technicians
- Comprehensive real time safety and work flow tracking systems
- Service that is tailored to your business and operations
- One-stop shop for all your plant and equipment needs

To discuss how we can help you, email [service@zamtech.com.au](mailto:service@zamtech.com.au) or phone 02 9600 6892

[www.zamtech.com.au](http://www.zamtech.com.au)

**ZAMTECH**  
TRUCK SERVICE





example. You can do all the talking, presentations, and ‘promotional’ work under the sun, but unless you lead by example and hold others to account, then change simply won’t happen. I shared with the organisation my personal culture survey and results. I told them where I was doing well and areas where I needed to do better. In essence, culture change starts with every individual, including me.

Initially, we developed a culture change blueprint using the OCI/OEI toolset from Human Synergistics. Over 1,500 employees filled out the survey to assess our current culture. We then brought together a representative group of 125 staff, leaders, and union partners to describe the target culture they want to experience.

*“Wipro is proud to be associated with Sydney Water as a strategic partner in managing and delivering programs in asset, customer, and enterprise domains. These programs are the foundation of our relationship, enabling us to deliver game-changing offerings to customers and stakeholders.”*  
- Sahadev Singh, VP and Global Head of Water Utilities, Wipro Limited

Employees described the culture as top-down and risk-averse—a stuck-in-the-mud culture. But they also told us they want to experience an environment where they are clear on the purpose of the organisation and its vision; are part of an environment where they feel valued, trusted, and supported to grow and learn; are members of a workplace that is friendly and cooperative, has a warmth about it, and is getting things done, setting goals, accomplishing and celebrating success.

These components build a high-performance culture. We are targeting culture change at organisational, team, and individual levels with initiatives. We’ve held staff-engagement activities to connect our people to the organisation’s strategy, including summits to co-create

**“To meet emerging challenges and to protect our customers’ interests, we must continue to improve how we do business.”**

- Kevin Young

the signature behaviours to support our values and enable us to work together as one team. All of this is just the beginning of our culture journey.

**How have technology and digital media changed the way Sydney Water communicates with its customers?**

We have been using several digital channels over the past three and a half years, including Facebook, Twitter, LinkedIn, microsites, and YouTube. Across these platforms, we have more than 25,000 followers, with engagement rates higher than the industry benchmark.

For most other water utilities in Australia, about 70 per cent of the online conversations happening about their brands are neutral. For us, that figure is around 55 per cent, which means we have more positive sentiment than other utilities but we also have more negative. >

[www.wipro.com](http://www.wipro.com)



## ENRICHING LIFE’S SIMPLEST PLEASURES

- Partnering water utilities across four continents
- Over 14 years of experience addressing water industry challenges
- More than 1500 dedicated teams bringing in innovation to the water sector
- Our pre-built solution accelerators, which incorporate best practices from both water and other industries globally, help reduce cost and schedule of complex IT programs by 30 per cent

### DO BUSINESS BETTER

CONSULTING | SYSTEM INTEGRATION | BUSINESS PROCESS SERVICES

For more details, please visit [www.wipro.com/industries/utilities/segments/water/](http://www.wipro.com/industries/utilities/segments/water/)





## Sydney Water and Ventia have had three strong years of collaboration

**Sydney Water and Ventia, previously Thiess Services, have formed a watershed partnership to deliver one of the largest water maintenance contracts in Australia.**

Combining operational mechanical and electrical maintenance, facilities maintenance and minor capital projects the Sydney Water contract is unique in Australia and reaffirms Ventia's position as a market leader in the provision of water services.

Servicing more than 1.8 million homes and 4.6 million people in the Sydney, Illawarra and Blue Mountains region, Sydney Water's operations extend across 13,000km<sup>2</sup> from the Hawkesbury River in the north, to Gerroa in the south, and from the Pacific Ocean westward to Mount Victoria in the Blue Mountains.

Ventia has established a service delivery team within Sydney Water's operations centre at Potts Hill offering centralised planning, engineering services, asset optimisation, civil capability and project support.



“The past four years have seen a transformation in the business, and while there will be challenges no doubt, I think it is an exciting time to be a part of Sydney Water and the water industry in general.”

- Kevin Young

More than half of the Australian population use at least one digital media channel, and research shows that digital sources are becoming more trusted and influence community perceptions of brands. Customers are increasingly expecting to receive communication from brands across a range of channels; in fact, 90 per cent of people in Australia want brands to share information. It is no surprise there is a direct correlation between a brand that does well with digital media and people's perception of the organisation. All of this presents the opportunity to reshape online conversations about our brand and improve our reputation.

**How do you work with suppliers to ensure the smooth operation of the company and the services it provides?**

Our focus has been on being a leaner, higher-skilled, and more commercially focused workforce, partnering in the areas of information technology, infrastructure delivery, procurement, and property management. We're increasingly focusing efforts on achieving best value for money benefits throughout the entire contract management life cycle.

We've developed integrated teams from across the business for procurement management. We've begun performance-based engagement and working arrangements, which means focusing on rewarding high performance rather than punishing noncompliance. We've developed collaborative framework engagements, panel contractors, and mature working arrangements. We've also implemented a new KPI regime which focuses on awarding of substantial additional work based on KPI outcomes.

This is only part of the process; once the contract is awarded, we ensure it is being delivered to the standard that our customers expect



by focusing on three things: supplier relationships, management of service delivery, and contract administration. In the next three years, we aim to achieve an advanced level of procurement maturity by creating a procurement model that partners with the whole organisation and sets a corporate-wide approach to procurement.

**What does the future hold for Sydney Water?**

It's bright! We want to be the lifestream of Sydney for generations to come. The past four years have seen a transformation in the business, and while there will be challenges no doubt, I think it is an exciting time to be a part of Sydney Water and the water industry in general.

In Sydney, we will need to facilitate the delivery of 90,000 new homes over the next five years. We'll also have to help manage an estimated population increase of 1.6 million between now and 2031. It is for these reasons that it is imperative we are at the top of our game. The government's vision clearly outlines they want to deliver a strong global city that is a great place to live. It is a city that needs to be sustainable and resilient, that protects the natural environment,



and has a balanced approach to the use of land and resources.

It is our role to ensure we are planning and delivering water and wastewater services that meet these goals. We will be challenged to ensure we are keeping up with how customers want to interact with us. This means ensuring our information technology systems are up to the task of increased customer interactions and we have the ability to be more flexible when doing business. We see more competition entering the market, and this is great. Good competition must bring with it more competitive prices and higher service.

These are great challenges, ones that we accept and look forward to conquering. We have helped this city grow and prosper for the past 127 years, and we are ready for the challenges of the next 127 years.” ●

*“Truly a collaborative relationship that promotes a healthy culture of leaders, innovation challenging the norm in the Australian water industry.”*  
- David Stalker, Thiess Contracts Manager, Sydney Water



As featured in  
*The CEO Magazine*  
For more info visit  
[theceomagazine.com](http://theceomagazine.com)



# The Boost. Community

Catering to a demographic of Gen Z and Y consumers, Boost Mobile has found its niche in the telecommunications world.

Images courtesy of Boost Mobile

**B**oost Mobile knows exactly who its target market is. The mobile phone service provider focuses solely on the youth segment, and this gives it a clear sense of purpose and identity in all that it does. The business is an independent brand living on the retail side of Telstra and offers only pre-paid services predominantly to its key demographic of people born post 90s or in the new millennium.

CEO Paul O'Neile has been with Boost since day one. The company was established in Australia in 2000, and New Zealand operations followed a year later. In 2002, he was appointed to the top spot just as the business was expanding into the US. Prior to Boost, Paul worked for IBM for eight years in local and regional Asia-Pacific roles and subsequently spent three years at Optus where he held sales, marketing, strategy, and business development positions.

This in-depth experience in the large corporations taught Paul about structure, clarity in presentation, establishing and selling ideas, and motivating people from a range of cross-functional backgrounds to achieve a common goal—all of which he applies to his job today.

Up until 2012, Boost had partnered with Optus, and during the first five years of its existence the growth was fast. "It was hectic and terrific. We were not only bedding down the program with Optus in Australia but also establishing the brand and recalibrating the program to be suitable for overseas markets at the same time," Paul says. Eventually the NZ and US counterparts were sold to the host carriers and Boost was able to focus all its attention on the Australian market. In 2013, it moved into a partnership with Telstra, and that relationship has developed from strength to strength, benefiting Boost in a myriad of ways.

"There's a couple of aspects to it," Paul says. "First is the Telstra organisation and the people—they have been very engaging with us. It's a natural fit between the two brands. The brand and program strength of Telstra squarely sits in segments that we don't naturally serve, and conversely our brand strength and the segments that Boost resonates with are completely different to where Telstra's brand lives. When we clinically segment the market, it's a 'hand in glove' fit from a brand perspective.

"Second, the people, management, and leaders of Telstra are very mature in their approach to the market. They understand segmentation, they understand the differing needs of the segments, and they understand that segment success requires a different approach to the market. This maturity of thought has been key to our success with a Boost program on the Telstra network.

"When talking about how Telstra enables Boost, we place a high level of importance on the openness of communication at all levels—from our board through to the day-to-day operational elements. This is a testament to how strong and how open the relationship needs to be between two companies that are culturally quite different. Telstra has been very open-minded on the nature of the Boost engagement."

Boost sees its alignment with Telstra as a long-term commitment, which is exactly how it approaches relationships with all of its partners, including suppliers. "Whether it's daily run-on printers, providers of office services, or more strategic marketing partners, we take a long-term view," Paul says. "A focus on long-term success enables different decision-making >



frameworks compared to continually driving for short-term outcomes. We get better results both for ourselves and for the partners if we engage with a longer-term view of the relationship.”

Boost’s primary role is to work with Telstra to bring telecommunications products to market that are suitable for the Gen Z and Y environments. To do this successfully, it has a decision-making and engagement framework which enables it to immerse itself into the youth culture and calibrate relevant and authentic products. Boost engages with students on university campuses and schools where other mobile phone providers don’t naturally fit. “It’s about relevance and naturally adding value to the audience,” Paul says.

“For example, we created a program called ‘Rock the Schools’, which was an amalgamation with a number of other organisations such as the School of Audio Engineering. We worked with

music labels to bring up-and-coming bands, give them a stage in schools, and put on a gig to entertain the students. After the show, students who were musically oriented and had aspirations to work in that industry could spend time with audio engineers, lighting engineers, band managers, band members, and so on to gain a deeper understanding of the industry they loved.

“It was an authentic engagement with that particular audience. Focusing on Gen Z and Y, we are always asking ourselves: Are we authentic? Are we relevant? And how do we have to recalibrate our brand and products to maintain these crucial elements? That’s definitely our point of difference. It enables our brand to have partnerships with other brands that naturally live in that younger space too.”

According to Paul, Boost has an empowered workforce who are



“Focusing on Gen Z and Y, we are always asking ourselves: Are we authentic? Are we relevant?”

- Paul O’Neille

highly engaged and enthusiastic. The structure is flat and the work is autonomous and fun. Staff are able to make their own decisions, but understand the importance of a well-understood framework.

“There’s very open communication between everyone. We make sure we don’t have any feeling of hierarchy or intimidation among the ranks. Staff feel as if they can walk into anyone’s office, sit and have a conversation about just about anything. We have our sit-downs, we huddle around a specific issue, and everyone has an opinion, and that’s encouraged.

“A creative person who spends most of their time delivering amazing, creative solutions is encouraged to have an opinion on how Boost is presenting at retail and how we as an organisation can improve our engagement with Telstra. There’s a lot of value in encouraging and capturing these perspectives.”

Boost has an exciting future ahead. Paul says the focus will continue to be on customer intimacy, developing programs and technological platforms that enable it to be more engaged with the segments it serves. “The role Boost can play in serving those segments with new and innovative products is phenomenal, and I think we have the right partner in Telstra. We are already successful in building a big, profitable base of mobile customers, and we will keep looking at how we can make a difference beyond the enablement in those sectors. It’s all very exciting.” •

“Our partners bring our brand to life in the market, and we couldn’t ask for a more dynamic partner than Boost Mobile. They have done a great job in carving out an important niche in the youth market, and are now evolving their brand even further.” - Sam Skontos, Regional Managing Director, ANZ and Pacific, ALCATEL ONETOUCH



WWW.MATCHMEDIA.COM.AU

WE  
*create*  
  
 THAT  
  
 TO SIMPLY HELP  
 OUR CLIENTS  
**GROW**




**MUMBRELLA**  
2015 Media Agency  
of the Year



**2014 Media Agency  
of the Year**



**2013 Media Agency  
of the Year**



**MUMBRELLA**  
Culture Award  
Winner 2014, 2015



**GREAT PLACE  
TO WORK**  
Best Places  
to Work  
Australia  
2013, 2014, 2015

Proud partners of:






# Now *that's* a spectacular View.

Through its impressively huge 5" display, everything looks better on the **Boost Mobile View 5.0** by **ALCATEL ONETOUCH®**.

**Featuring:**

- Huge 5" display
- 5 MP camera
- 1.3 GHz Quad Core Processor
- Android™



**VIEW 5.0**  
**ALCATEL**  
**onetouch.**

Terms and Conditions: \*Handsets are locked to the Telstra network. Network unlocking fees apply. Available while stocks last. Limit 1 handset per customer and no trade sales. Handset colour may vary from that shown. Not all handsets available at all outlets. Android™ is a registered trademark of Google Inc. Service provided by Telstra Corporation Ltd ABN 33 051 775 556.







# How the WEALTHY GET RICHER

Earning a high income is just the beginning of generating long-term wealth. In order to build greater riches, investment and tax-minimisation strategies are required. So how do the rich get richer?



By Olivia Maragna



Creating a family trust can provide the opportunity to build wealth through investments and tax minimisation, with the bonuses of simplifying the succession process, creating better protection of wealth, and providing greater flexibility than superannuation.

Keep in mind that there are many types of trusts, and a family trust is just one of them. Which one you choose depends on many factors such as the type of investment, whether you will require a loan, marriage status, and your susceptibility to being sued. The most common type of trust, though, is a discretionary trust, commonly known as a family trust.

Basically, a family trust is a vehicle to accumulate investments with the profits distributed in the most tax-effective way. A family trust allows the trustee to use their discretion in distributing funds to the beneficiaries for tax purposes without necessarily paying the funds out, allowing profits to be retained and reinvested into the trust.

In the first instance, the family trust can generate additional wealth through holding appreciating assets such as property and shares. These investments will—normally—increase in value over time, and any profits (such as share dividends) can either be reinvested to generate faster growth or distributed to the beneficiaries. Because a family trust is a discretionary trust where the trustees—frequently, one or both of the parents—can nominate how much each beneficiary receives, the opportunity arises to keep even more of the wealth within the family through strategic tax distributions.

In most cases, the members of a family are likely to be on varying tax rates. This allows the primary income earner to reduce their tax

by making larger distributions to those on lower tax rates. For example, if a family of four had a family trust that generated a profit of \$30,000, and both parents were on the tax rate of 37 per cent while the two adult children were students over 18 years of age with no income, the amount they could save via distribution would be:

- Distributing \$15,000 to each parent would result in \$11,100 in taxes (37 per cent of \$30,000)
- Distributing \$15,000 to each child would result in no tax obligation, as they would still be under the tax-free threshold of \$18,200.

Caution is advised when distributing to minors, as there are severe tax rates as high as 66 per cent for distributions to minors that exceed the threshold of just \$416 per year.

Trusts in Australia can last for decades, and because assets are held by the trust rather than the individual beneficiaries of the trust, it can result in a relatively seamless continuation of distributing family wealth in the case of a death in the family. Asset ownership residing with the trust may also help to protect the assets by limiting exposure in the event of legal proceedings, including a divorce.

So while there are many benefits of using trusts to manage family wealth such as tax minimisation, asset protection, and estate planning, trusts are also being utilised in association with superannuation to provide for a more flexible retirement. While the superannuation rules continue to be tinkered with, accumulating funds both in your super fund and also within your trust provides flexibility as, unlike your superannuation fund, your trust doesn't have any rules around when you can access the funds and can provide for an early retirement prior to gaining access to your super fund moneys.

A trust can be used to create wealth in many ways and is a flexible tool to manage wealth in a tax-effective way.

Although superannuation funds allow limited access prior to an individual reaching preservation age (which is currently 55 for most people, but may increase over time in line with the gradual increase in the age pension eligibility age), a family trust allows for greater flexibility.

A trust can be used to create wealth in many ways and is a flexible tool to manage wealth in a tax-effective way and help boost the pool of funds available for an early retirement.

In addition to normal profit distributions, the trust could sell assets in the event that larger sums are needed, although this would result in potentially costly capital gains taxes, so it would be beneficial to discuss those implications with an independent, qualified adviser before committing to this course of action. You should also consider the set-up and ongoing costs of a trust, which can be between \$500 and \$2,000 per year, and ensure that your likely benefits will outweigh these costs before proceeding.

Although investments in a family trust will grow in line with identical investments outside of a trust, the additional benefits of tax minimisation, greater asset protection, and greater access to your wealth (over superannuation) ensure that family trusts will continue to be a popular choice for the wealthy looking to get even wealthier.

Talk to your financial adviser about the suitability of a trust for your family and start gaining the benefits that many Australians are already enjoying. •

#### About Olivia Maragna

Olivia Maragna is the co-founder of Aspire Retire Financial Services and is a respected and independent financial expert. Olivia's advice is general in nature, and readers should seek their own professional advice before making any financial decisions.



# Discover the possibilities

# CEO TRADE MISSION

## RIO 2016

### AUGUST 2-7 2016

São Paulo and Rio de Janeiro

Discover suppliers, trade partners and sustainable expansion opportunities for your business in Brazil.

Brazil is an incredible country to do business with. CEO Trade Mission - Rio 2016 will give you the ultimate opportunity to discover how to overcome market challenges and explore the right market opportunities for your business.

The trade mission is a five-day programme tailored to major industry sectors and Australian companies interested in venturing into South America.

[www.ceotrademission.com](http://www.ceotrademission.com)

## WHY BRAZIL?

Brazil has the **largest economy** in Latin America



## IT'S ECONOMY IS DIVERSE

In 2012, Brazil's consumer market was worth US

**\$1.37 trillion**



Brazil is the **5th largest** population in the world



The GDP of Brazil is valued at

**\$2.4 trillion**

To find out more visit  
[www.ceotrademission.com](http://www.ceotrademission.com) or  
email [info@ceotrademission.com](mailto:info@ceotrademission.com)

SPONSORS AND PARTNERS





# *The CEO Magazine* Share Tips

**T**hank you again for your positive feedback on our share tips—we love your emails! It's the usual top three tips this month, with two major players and one newcomer that has the potential to skyrocket if the stars align for the company. As usual, do your own research, folks.

**1. Coca-Cola Amatil (CCL)** – The share price of this soft-drink powerhouse has fallen by about 40 per cent in the past couple of years as a result of earnings in Australia and Indonesia decreasing more than expected. In Indonesia, the slower economy is impacting volumes. However, we believe that earnings are in line with management expectations. The share price suffering, however, does not underpin the quality of the company, which has everything in place for share price appreciation in the foreseeable future. We believe the depressed price of CCL provides a good opportunity to buy a stake in one of Australia's leading and well-known companies.

**2. Medibio (MEB)** – Medibio is not without risk whatsoever—but, boy, is it an interesting one if the company's technology proves fruitful. Medibio is the only company in the world to have patented a wearable device to test for depression and other mental disorders. In a nutshell, a thin strap worn around the chest can theoretically tell within hours if a person is suffering from depression or another disorder. If things go right for Medibio, and its technology delivers what it has the potential to do, it could be a game-changer.

**3. Seek (SEK)** – In addition to online employment classified advertising, Seek also offers training courses and invests in overseas online employment websites. The company is reliable because it produces very high margins, has a strong balance sheet, and has managed to consistently grow earnings through the various employment cycles of the past decade. Seek recently decided to float online Chinese website Zhaopin and its various international entities.

*Disclaimer: You should seek professional advice before making any investment decisions. Neither The CEO Magazine nor the business or any of its employees holds any responsibility for any losses incurred (if any) by acting on information provided in this magazine.*



By Paul Southwick

# Business Sale Mythtakes

The myths and  
realities of selling a  
private business.



Nothing private business-owners do will make or lose them more money than preparing their business for sale. The process is stacked heavily against sellers, and it's fraught with traps and surrounded by myths. The realities are rarely obvious to someone who only sells a business once. Sales of businesses are usually made to sophisticated buyers with expert advisers who know all the tricks.

Ready-for-sale myths carry two hidden challenges.

First, like all myths, they are extremely hard to dispel, even in the minds of the smartest and most successful once-only sellers. This is because the myths contain deceptive and attractive elements masquerading as truths.

Second, and to devastating effect, conflicted and 'bush' advisers can lead the seller to believe a myth might not be true for everyone else but that their situation is different.

There are 12 ready-for-sale myths, each with related realities.

## **1. 'I heard a business sold for an x-times earnings multiple, so mine should too.'**

All businesses are different. Usually, it is only the exceptional deals, related to uniquely well-positioned businesses, that make the news and inflate business-owners' expectations. The multiple failures to sell (80 per cent of businesses are never sold) or low multiple business sales rarely make the financial press or main news.

## 2. 'Our business and its positioning are valuably unique.'

Whereas this might be technically true, the reality is there are multiple perceived substitutes or alternative investments for buyers (from whose viewpoint sellers must see everything), so their business's value might be less than expected.

## 3. 'Discounted cashflow, internal rate of return, and similar measures do not apply to our business. We're another Facebook.'

All buyers with substantial money, and their advisers, use these measures to value businesses. There is no escaping it. A wise owner, over several years in preparation for sale, seeks to understand the factors driving these measures and how to influence them.

## 4. 'Lots of buyers want my business.'

Buyers are like sales prospects in any business. There will be many inquirers and pretenders, and people wishing to access competitive intelligence, but very few genuinely interested and well-cashed-up buyers to whom your business will have timely high strategic value. This is essential to achieving your desired price.

## 5. 'It's best to sell to my business partner or someone who approaches me.'

All evidence over a long time, especially out of the large US market, is that this is a recipe for stress and ultimate let-down. An approach from a 'big name' strokes the business-owner's pride, but the seller has likely been carefully researched by the buyer's clever advisers as someone who might accept a price under the strategic value to the buyer.

It is rare for a business partner to have access to the finance required to buy the seller's share for anything like what a third party might pay. Partners will likely

require vendor finance over many years.

The highest prices come when there are competing strategic buyers.

## 6. 'My business is ready now.'

There is widespread owner ignorance of the difference between running a business as usual and a business in sale mode, and the influence this has on determining a sale price. Top advisers help sellers identify the business changes needed to increase price, such as an increased proportion of sales generated by annuity income.

## 7. 'M&A firms are all the same, and just like brokers.'

The medical professional is a great example here. Just as there are different types of doctors with different bedside manners and specialities, so there are varying merger and acquisition advisers. Adviser A may be great at sourcing interested buyers but lacks negotiation skills, while Adviser B may be poor at finding buyers but great at enhancing company value. It's critical that sellers get advice on the fit and expertise of multiple potential advisers.

## 8. 'My business is easily understood.'

While someone who set up a business 20 or 30 years ago understands it, it is essential to look at things from the dispassionate buyer's perspective. Assume they know nothing, and make your business easy to understand. This ease of understanding is a key determinant of price.

## 9. 'My business is low risk for buyers.'

Risk is dependent upon multiple factors that business valuers or advisers take into consideration, such as seasonality, employee stability, and revenue concentration. The lower the risk, the lower the discount rate for that risk and the more a buyer will pay.

Understanding these factors allows the seller to minimise their effect on sales price. A key question for owners to ask potential advisers is how they will reduce the actual and perceived buyer risk in the business.

## 10. 'My accounts are fine as they are.'

Buyers expect to see a level of detail and format absent from business-as-usual accounts. A 'normalisation' process is required to back up private, non-recurring, and non-relevant expenditure, and explain all major variances.

## 11. 'I should take staff into my confidence regarding selling the business.'

This is rarely the case, despite the admirable desire of owners to look after the staff. When rumours of a sale start, it's common for staff to look for opportunities elsewhere. Even worse, competitors will exploit rumours to steal key staff and turn customers against you. A tightly controlled and time-based, need-to-know approach is best.

## 12. 'The sale process is easy. I don't need an adviser; my local accountant can do it.'

Preparing for sale is a specialist skill. You need a merger and acquisition specialist, and it's best to evaluate several. Your accountant can coordinate the process, but is unlikely to be a specialist.

Preparing for sale is a process best started several years in advance. Dispelling myths, accepting realities, and modifying sales price determinants optimise your chance of maximising sales price, minimising stress, and retiring happily. •



Preparing for sale is a specialist skill. You need a merger and acquisition specialist, and it's best to evaluate several.

### About Paul Southwick

Paul Southwick CA is a freelance journalist and writer based in Melbourne. He is also the principal of business consultancy firm Map2 Pty Ltd, which specialises in counter-conventional value creation.





# The Future of Work

As managing director of Tata Global Beverages, Sean Hallahan has focused on growing the company's brands, including new acquisition Map Coffee, in the Australian, New Zealand, and Indonesian markets.

Images by Joseph Feil

**T**ata has a history of more than 100 years and the ownership of a number of well-known brands such as Tetley Tea. Managing Director Sean Hallahan has been tasked with growing the company's market share in Australia, New Zealand, and Indonesia while staying true to the company's values. *The CEO Magazine* spoke to Sean about his objectives for the company and what he's learned in the past 12 months.

***The CEO Magazine:* What are your roles and responsibilities in the day-to-day operations of Tata Global Beverages?**

**Sean:** My role is managing director of Tata Global Beverages Australia, New Zealand, and Indonesia [TGBA]. Our key brands are Tetley Tea and Map Coffee. I have full P&L responsibility for our operations as an autonomous business unit and as a division of

the global Tata company. My direct reports include our heads of sales, marketing, supply chain, and finance. Tata brings a disruptive emerging market mindset to Australia, and I love leading such a growth-focused organisation.

**What has been your professional background prior to coming to Tata, and what do you enjoy about working for the company?**

I originally began as a sales representative fresh from university and ended up as both a sales director and marketing director at two different tier-one FMCG companies. I have also founded and managed two of my own small entrepreneurial businesses. Here at Tata, I have found the perfect mix for me personally. Tata provides a huge amount of financial muscle and security while encouraging and enabling its business leaders to work very autonomously. It is an intoxicating blend and a vision of what the future of work could look

like. At Tata, we are really challenging the boundaries of collaboration and where the concept of an employee or a customer begins and ends.

**What are your business values, and how have you met those business values in the past 12 months?**

Five fundamental principles guide everything that we do at Tata.

**Disruptive:** The Tata business generally and TGBA in particular is not interested in maintaining the status quo. We have an emerging market mindset, a challenger mindset. We understand that the status quo favours the market leader and, if we want to succeed, we cannot play by their rules.

**Co-creation:** We believe in co-creating a new future with our partners and our customers. We challenge them and ourselves to rethink markets and then to >





“Despite all of our organisational challenges, we managed to grow our revenue by a healthy 11 per cent in a very competitive market.”

- Sean Hallahan

collaborate in the products and services that we design together.

**Adaptive:** We understand that the world is moving through an era of hugely disruptive change. Entire industries and companies are being radically challenged. In order to survive and thrive, our team needs to be highly creative and adaptive. We challenge ourselves to adapt quickly in our means, yet remain determined and focused on our final outcomes.

**Ethical:** When everything is in flux, it can be easy to lose sight of purpose, the ‘why’ of our business. That is where the founding principles of Tata are so important in guiding our decisions. We aim to become the most admired natural beverage company in the world in service of our consumers and the global community.

**Sustainable:** We recognise the tension that exists between being a consumer goods company which provides employment for many and the impact that we have on the world in which we operate. We certainly don’t have all the answers, but we have implemented many initiatives that attempt to redress the balance. Operating from these values does demand brave thinking and a level of transparency and trust that is uncommon. And of course we don’t always get it right; however, when we do, we have found that the rewards are tremendous.

**What were your key objectives for the past 12 months, and how have you been able to achieve them?**

In tea, our objective was to grow share in every segment for the third year in a row, which we successfully achieved. We also reduced our operating costs and therefore grew profitability, also

for the third year running. We purchased the Map Coffee business in May 2014 and have spent the past 12 months successfully integrating our two businesses. We relocated all Victorian employees to a new HQ in Richmond. We consolidated both supply chains into one to streamline our customer service. We relaunched the Map brand after a comprehensive research, insight, and repositioning process.

Despite all of our organisational challenges, we managed to grow our revenue by a healthy 11 per cent in a very competitive market. These impressive results were primarily attributable to two things—the collaborative and adaptive culture that we have built among our people and our creativity and innovation, whether it’s in new products that we have brought to market, new services that we have designed with our customers, or new partnerships that we have entered into.

*“It is rewarding to see the results, such as the improvements in our internal systems and processes, that come through working with such an energetic company in Tata. We feel privileged to be an active partner in their supply chain.” - Duncan Jamieson, CEO, AESP Coffee*

# Coffee Supply Partners

~ Experienced ~ Passionate ~ Professional

- In-full and on-time supply
- National door-to-door supply
- World’s best practice manufacturing
- Fully certified SQF and HACCP systems
- Multiple pack format options
- Specialists in contract/OEM production



**AESP**  
Coffee Roasters



**What difficulties were you able to overcome to achieve these objectives, and what lessons were learned?**

We purchased Map at a time of great upheaval in the market. The business had been in a lengthy sale process for two years, which had resulted in a lack of investment and a drop in morale within the team. We had to quickly deal with a host of challenges as we transformed the company into an innovative and fast-paced business backed by the global financial scale of Tata. For instance, we had to immediately negotiate a better way with overseas partners such as Caffitaly in Italy, who controlled the IP on our capsule system. We had to source and deliver innovative capsule machines from China on a very tight time scale. We also had to re-energise our distributor relationships in New Zealand and Indonesia and develop a winning go-to-market range and strategy. We had to convince major retailers of our business transformation and plans for the Map brand, resulting in increased distribution and sales presence. We also had to immediately begin to realise the synergies between our two operations by adding scale and revenue to both tea and coffee.

Part of that challenge is the sheer global scale that we now need to operate on. From our local team, we manage relationships in India, Italy, Romania, Sri Lanka, China, New Zealand, and Indonesia—all of which are crucial to our success. It is staggering to think of the complexity and interconnectedness that we have to deal with. Doing that well while adapting quickly to market changes, I believe, is one of the hardest challenges to face any business. We bought Map to grow it into a major coffee business throughout the Asia-Pacific region, and we are still only one year in on that growth strategy. We will double the size of our business by 2020, a big challenge for any existing company. It is a testament to our people and our disruptive mindset that we are not resting on our laurels but continuing to challenge and drive for growth.

**“We will double the size of our business by 2020, a big challenge for any existing company. It is a testament to our people and our disruptive mindset that we are not resting on our laurels but continuing to challenge and drive for growth.”**

- Sean Hallahan



**How would you describe your leadership style?**

I have learned many leadership lessons throughout my career and continue to learn them to this day. We live in such a complex and changing world that we need to think in terms of systems and whole system change. At the level of the organisation, this involves a completely different leadership style from what has served capitalism so well to date. Rather than the traditional 'leader as hero', the new paradigm requires 'leader as host'. By that, I mean the job of the leader is not to determine some final vision of the future or end state to aim for. It's impossible—the world is changing too fast for anyone to predict how it will play out. Instead, the job of the leader is to encourage the collective genius of the team to emerge so that the team and the company can adapt to the new conditions and thrive. That's hard work. It involves a lot of self-awareness, humility, vulnerability, and a host of other behaviours that are at odds with the historical notions of what a leader should be.

I would call it self-actualisation through work, which is probably a grandiose way of describing leadership as self-improvement. I also find it's impossible to separate such leadership work from your life, not that you would want to. It demands that you show up as who you are, an authentic you—warts and all, so to speak—



and work with and on your team to deliver the best outcomes that you possibly can.

What I can say is that operating from this space of 'safe uncertainty' is a tremendously creative and innovative place to be. When we are performing well from that area, there is an energy and flow that permeates the whole company. We think new thoughts, create new brands, products, and services, and collaborate with our customers in ways that previously were unheard of. It's an exciting and energising place to be. •







# DRIVING Change

John Roca has a vision to dispel myths about car salesmen and make his businesses, Sydney City Toyota and Sydney City Lexus, the best in the industry for customer service.

Images courtesy of Sydney City Toyota and Sydney City Lexus

As a young adult, John Roca was mad about rugby league and cars. That, he says, is where it all started. Now the dealer principal and co-owner of Sydney City Toyota and Sydney City Lexus credits his start in the industry to his sporting culture and background.

“Basically, as a school leaver I was a promising rugby league player, and one of our sponsors [of the team] happened to be a very prominent motor group,” John explains. “I chose to join them as an employee to support the sport that I was playing. Long story short, I did my first stint and stayed in the car industry ever since and worked my way up from a trainee sales position through to where I am today.”

John has worked for a number of different brands, in both the retail and corporate sectors, before he and his business partner (the Sci-Fleet Group) purchased Sydney City Toyota and Sydney City Lexus a few months ago. “I’ve represented a few manufacturers—mainly Toyota, Lexus, Mercedes-

Benz, and BMW—at both a retail level and an executive level. I worked 17 years in retail before being offered a position as senior manager and then CEO of Lexus Australia, which I did for nine years and learned some of my best lessons in business.

“From there my ambition was always to return to my retail roots. I actually wanted to buy a dealership but couldn’t find one at the time. So I left Toyota Australia and was appointed dealer principal of BMW Sydney and MINI Garage Sydney, which are the biggest BMW and MINI dealerships in Australia, owned by BMW themselves. Then an opportunity came up with Toyota and Lexus via a long-term friend, now partner—Toyota Australia were tendering/selling their retail interest in Sydney, Sydney City Lexus and Sydney City Toyota, and through a winning tender with the Sci-Fleet Group, we have purchased both Sydney businesses.”

Mindful of his start in the industry, John and his business are assisting community and sporting

“I have had some great mentors, people that I have learned a lot from, learning what not to do and what to do.”

- John Roca

organisations today, including the Sydney Children’s Hospital, the Sydney University Flames basketball club, Easts Rugby Club, and National Tree Day, just to name a few. “It’s important that we support our community. Whether it is charities or schools or sporting clubs, there are a lot of programs that we run and support, and I think it’s important that we give back to the community as much as the community gives to us. That’s a critical part of our business, and it’s good networking as well.”

John’s focus on people and community is shown in his management style. He understands that the car industry has a bad name, and wants to change that. It’s something John has learned, he says, from people he has worked with over the years. “I have had some great mentors, people that I have learned a lot from, learning what not to do and what to do. I guess when you have been doing something for as long as I have, you pick up some great lessons along the way. You know, a lot of people don’t want to say, ‘I am a car salesperson’—it’s not an ambition that people grow up with. >



# FINANCE & INSURANCE



**TOYOTA**

## Want that new car feeling? Let's make it happen.

Ask us how Toyota Finance & Insurance  
can put you in the driver's seat.



There's really no better way to make that new car feeling happen than with a little help from Toyota Finance & Insurance. After all, the same expertise behind every Toyota also goes into every finance and insurance solution we offer.

**For more information, visit your participating Toyota Dealer, call us on 137 200 or visit [toyotafinance.com.au](http://toyotafinance.com.au)**

[toyotafinance.com.au](http://toyotafinance.com.au)







"I feel that I have been contributing to a change that in terms of what I or we could offer within an industry that had a poor reputation, and I guess to a much smaller degree it still has—unfairly, in my opinion, although it has changed in the past decade as manufacturers and dealers now clearly understand the importance of customer service and loyalty."

Despite his career, John isn't what he calls a 'car person' in the technical sense; he knows the basics but isn't a mechanic. His strengths lie in being a people person and focusing on customer service in his dealerships. "My thing is that I am a good people person," John says. "I am not a car person; I am not very technically minded when it comes to cars, and probably more technical with people than I am with cars. But through my experience, I have been given some lessons in terms of what to do and what not to do and I have just grasped on what I felt would work and what wouldn't work. I think in terms of my management style, I am pretty much somebody that allows people to express themselves naturally, and I see myself more as a coach and mentor as opposed to a manager. One of the other things that I have been very successful in is having customers following from

franchise to franchise, including staff, because of my focus with the human as opposed to the machine, if you know what I mean.

"From the outset, I think what we need to realise, and what I keep telling my team, is that the product we sell can basically be purchased at 241 other places within the country. So the point of difference isn't so much the product; it's the people that they deal with. You've got to be the sales person that people go to; you need to be trusted. You don't need to win every dollar; you're going to win some, you're going to lose some, but it's all about the experience. They can buy that particular car somewhere else. The problem with the other dealership is they don't have John Roca representing them, and that's going to be the critical difference."

John has also been focusing on helping customers with financing and being able to purchase the car they want. He wants to build relationships and to work with their individual needs. "Our challenge isn't so much selling the new shiny car; consumers are walking in wanting that anyway. Ours is more like problem-solving, where consumers have gotten themselves into a finance contract and what they owe on the car is

"We need to start thinking about dealerships as being more of a destination. Like a club, we need to offer our customers a sense of belonging where they can shop through the dealership and they can renew their insurance, they can renew their registration."

- John Roca

more than what the vehicle they have is worth. It's educating buyers about doing it right the first time so we can then get them into the next car in three years time as opposed to five years time because they don't need to wait that long anymore. It's finding a solution and package that are individualised to the needs of our consumer. What I am trying to say is: 'If I sell you a car, this will not be your last car'. So when I look at my clients, I look at them holistically and say, 'Well, you're going to buy a part from me. You're going to service your car here. It isn't just about me selling you a car'—it's about building a relationship and supporting our customers through their time of ownership, not just the initial sale."

This, John believes, is going to be especially important in the future with the way the retail industry is changing. He wants to make his dealerships like a car club, providing luxurious service to customers. "I think the future of retail is changing dramatically," John says. "We need to start thinking about dealerships as being more of a destination. Like a club, we need to offer our customers a sense of belonging where they can shop through the dealership and they can renew their insurance, they can renew their registration, and receive exceptional service."

"We come holistically as a solution for our customers to meet their motoring needs in all aspects whether it be service, whether it be warranty, whether it be re-registration or changeover of their car—and looking at the life cycle where we are saying to consumers, 'We are going to make this process easy for you. If you deal with us, you will be a customer or guest for life with us'. We are talking about cafés within the business, restaurants within the business, delivery galleries where customers come and meet one another. 'Moving forward, your experience with Sydney City Toyota and Sydney City Lexus will be a bit like belonging to an exclusive club.'" •



# Getting a Head Start

After launching medical hair-loss clinics throughout Australia and New Zealand, and then expanding into Asia, the experienced team at Ashley and Martin, the largest medical hair-loss company in the Southern Hemisphere, has now set its sights on the rapidly growing tattoo-removal industry.

Images courtesy of Ashley and Martin

**A**fter working for Ashley and Martin for more than 20 years, CEO Richard Bond has credentials as an innovative marketer and business leader that are well proven. He has helped guide the company through its low points in the 1990s, and with the assistance of the Medical Director, Dr Mario Terri, created the powerhouse company that it is today.

The starting point was to take ownership of the business in 1999. With a clear strategic vision to become the premier hair-loss treatment provider in Australia, they decided to reinvent the marketing and aggressively push the business forward. At the time, many of their ideas were considered revolutionary for the hair-loss industry; however, the company's rapid ascent is testament to the success of their approach. Initially, they set up the management team in Sydney, but

as the company became stronger, Richard was promoted to the CEO position and then relocated the head office to Perth.

"As soon as we committed to our new strategic vision, the company continued to grow and grow," Richard explains. "From 2000 to 2007, my position in the company was as a shareholder and as the managing director of the Western Australian business. This changed in 2008 when I expanded my duties and accepted the role as the CEO of the overall company. As such, I moved the company's head office to Perth. This was logical, as all of the marketing content was conceived, created, and planned with the assistance of the team at Bell Booth Advertising & Marketing, who have worked closely with us over the past 15 years. Our senior medical director, Dr Terri, and the dispensary which manufactures the high-end pharmaceuticals, are both based in Perth as well."

Richard is clear in explaining that the most important factor in Ashley and Martin's extraordinary success is its medical approach to hair loss. "The doctors at each clinic prescribe tailored treatments based on individual circumstances; and by utilising the range of treatment options available to them, they choose the best approach for each patient—it's not one size fits all."

Ashley and Martin is also conducting in-house clinical studies on the medications it uses to garner more accurate information about side effects and individual reactions. "We are now doing in-house clinical studies with our doctors looking at side-effect profiles and how we are managing those profiles," Richard explains. "With the experience of the vast number of patients that we treat, we are creating a large pool of knowledge that the present global hair loss industry does not presently have on hand. We are planning on >

"As soon as we committed to our new strategic vision, the company continued to grow and grow."

- Richard Bond







having a paper published by this time next year with thousands of people involved in the study. This should clear up a lot of problems that other practitioners have with prescribing medications for hair-loss conditions.”

This focus on the medical treatments, as well as the marketing strategy Richard introduced, helped Ashley and Martin double the number of Australian clinics in a very short time. Even more, as the number of Ashley and Martin medical clinics doubled in size, it introduced a new company in 2012 called World Hair Systems—a specialised company for non-surgical hair replacement. The existing marketplace in this arena was dominated by franchise operations, all of which featured very dated business practices and extreme pricing.

Richard has overseen the opening of seven new World Hair Systems studios for non-surgical hair replacement, which places World Hair Systems as the second-largest operator in the market. The concept is to make the offering price sensitive, while delivering an experience to the client that is over and above what they have received before. For the past two years, the World Hair System model has grown at around 40 per cent per annum. Over the next two years, Richard and the World Hair Systems team envisage another three studios to be opened in Australia. They plan to be the largest company in this section of the hair-loss industry within the next five years.

Recently, Ashley and Martin branched out into another fast-growing industry—tattoo removal. “Since 2008 when I took over as the CEO at Ashley and Martin, we went through an expansion process where we doubled the number of clinics. That was completed about two years ago. Since then, we have realised our footprint is pretty much as big as the industry is going to allow us to be at this stage. So we have now diversified into the tattoo-removal business,” says Richard.

“We think the tattoo-removal business is at the start of a growth phase. We predict that in the next two to five years, it will become significantly bigger.”

- Richard Bond



Just like it does for hair loss, the company applies a rigorously tested medical approach to its tattoo-removal treatments. The tattoo-removal industry is fairly new and is largely unregulated. This means that anyone with a laser can try to remove tattoos, which is not always the best outcome medically. Richard has researched the industry thoroughly and is clearly passionate about the world's best practice he has initiated at his clinics.

“We look at the tattoo-removal business the same as we conduct the hair-loss industry in that it should be done within a medical model. Basically, the patients are

consulted by medical doctors to make sure that their skin type is correct. Certain skin types can't have certain frequencies of laser. Essentially, it's a medical procedure: it needs to be checked by a doctor knowledgeable in this field before you decide to go ahead and commence the procedure. The actual tattoo removal should be undertaken by medically trained people as well. The people who do the removal for us are generally nurses. They know about wound healing and correct sterilisation protocols. We are really promoting that type of model for the whole country. The only problem we have had in Victoria—the location of our first clinic—is competing against





low-cost, non-medical operators and laser machines not suited for the procedure. We have already experienced companies using IPL laser machines and other skin-related lasers for tattoo removal. In some cases, we have seen certain types of proprietary acids—lactic acid, usually—being injected into the skin, which simply replaces the tattoo with scar tissue. Overall, the acid process is not a safe procedure.”

Richard believes that the tattoo-removal business is a good investment given the growing number of people getting tattoos, and that the industry will grow very quickly in the next few years. “We think the tattoo-removal business is at the start of a growth phase,” Richard says. “We predict that in the next two to five years, it will become significantly bigger. As soon as the Victorian launch strategy is complete and we are satisfied with the business model, then we will launch into New South Wales. In the near future, we have

plans for Brisbane and then probably Adelaide.”

The next step for Ashley and Martin, Richard says, is expanding the hair-loss treatment business into more countries in Asia. Currently, Ashley and Martin is positioned in Singapore, where it acquired an existing hair-loss treatment company called Glower, and introduced the Ashley and Martin technologies to the market through the established Glower brand. “The blue sky for the Ashley and Martin hair loss business is into Asia. Our Singapore clinic is doing really well now with our acquisition of Glower, which basically has brought in the Ashley and Martin technology. The plan is to pick up through acquisition other businesses like Glower throughout Asia. Most of Asia’s existing hair-loss companies are of a non-medical standard, and as such the outcomes that may be achieved for the client with a hair-loss condition are limited.”

Looking to the future, Richard’s strategic vision for the company includes expansion into the ‘vanity industry’, conducting the types of medical treatments that people want for their appearance but which GPs don’t always trouble themselves with. “As we do more of this type of diversification, we envisage the Ashley and Martin brand evolving into a more encompassing role, and the name may become A&M Medical Clinics. Presently, we have Ashley and Martin Medical Hair Loss Clinics, Tattoo Removal Laser Clinics, World Hair Systems, and also some other start-up ventures that are being launched later this year. We will continue looking at other diversification opportunities, which may include pharmaceuticals or other complementary businesses. As we research the future for the company, it’s clear that our core beliefs and structures are fundamentally suited to a number of other industries. Overall, we are excited about the future.” •



## What’s your reason for tattoo regret?

Times have changed and now you’re making a mark in the boardroom. To discuss removing your ink, call for an obligation free consultation.

Call **13 X INK** or visit [tattooremoval.com.au](http://tattooremoval.com.au)

BEFORE



AFTER

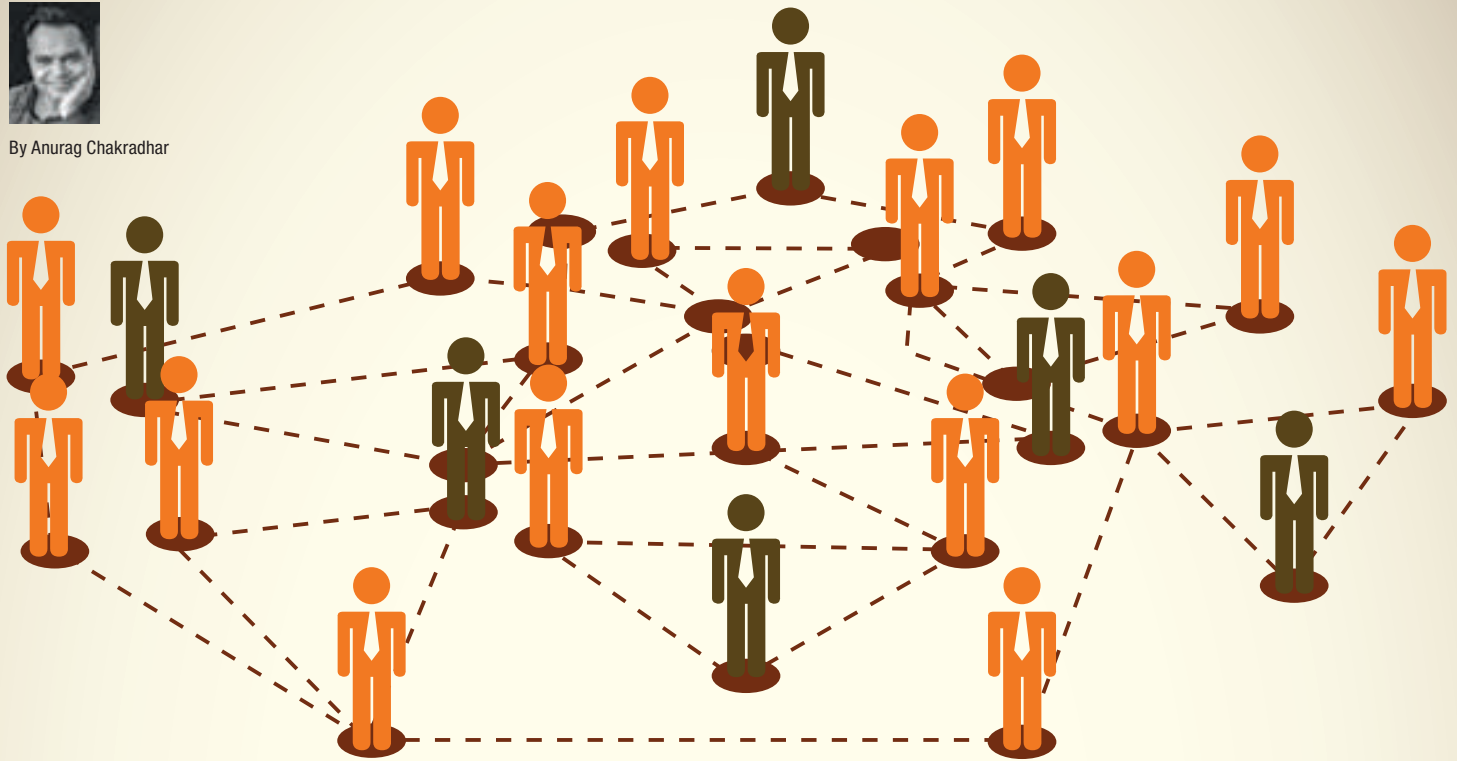


**Tattoo Removal**  
Laser Clinics





By Anurag Chakradhar



# INNOVATE TO COLLABORATE

Humanity: Digital collaboration's missing ingredient.

**T**wenty-five years ago, a man called Michael Schrage wrote a book called *Shared Minds: The New Technologies of Collaboration*. At the time, it represented landmark thinking around how people would work together to get things done, and predicted that new technology would inspire new forms of collaboration. Like communication, collaboration would have to become more networked and more digital. That same year, Tim Berners-Lee developed HTML, and the year after, CERN

introduced the World Wide Web to the public.

All at once the world became both larger and smaller than it had ever been, and the way we work changed forever.

Fast-forward to 2015, and it's hard to imagine a world without constant connectivity. Dizzying advances in technology and the light-speed consumer adoption of mobile devices are transforming the way today's workers and businesses behave. Indeed, the very structure of the modern

company has changed—it's flat and highly interconnected, with accountability spread through every level.

Even the way companies are staffed is changing rapidly. Today, 30 per cent of Australians and 34 per cent of Americans are freelancers, with that figure likely to be 50 per cent by 2020. The notion of working in an office from nine to five is quickly being replaced by the new digital workplace, which can be anywhere workers choose to hang their hats. Our colleagues are almost as likely

to be interstate or overseas as at the next desk, and tools that make this possible have given birth to the enterprise collaboration market which, according to Gartner, serviced 700 million users around the globe in 2013, and will grow to 1.2 billion by 2022.

All this connectivity, however, has given rise to a new phenomenon called ‘virtual distance’, which was first observed by Karen Sobel Lojeski, an organisational behaviourist. Virtual distance is best described as the unavoidable perception of distance between individuals, team members, and organisations due to the pervasive and persistent use of communications and information technologies to facilitate the work we do. The greater this perceived separation, the greater the chance that projects based on collaborative efforts will fail.

Online collaboration tools, like most digital solutions, are often good at solving very specific kinds of problems: time zone problems, distance problems, and information problems can all be solved relatively easily, some of them with a device as simple as an email. It’s when the demands of a project become more complex, or the number of people required to work on it expands, that the limitations of our most commonly used tools become apparent.

True remote collaboration via digital channels must involve far more than just exchanging data with strangers. Genuine collaboration is only possible via meaningful exchanges between groups of people who truly understand and respect each other’s points of view and goals, and who see each other as real people. It is critical, therefore, that any new tools that are developed can humanise the collaboration process.

Indeed, when considering how the World Wide Web has evolved, we come to realise that humanisation is the order of the day. Initially conceived as a massive tangle of interlinked slabs of text, the web lacked dimension until such time as

**The very structure of the modern company has changed—it’s flat and highly interconnected, with accountability spread through every level.**

it developed to accommodate multimedia as objects. Things such as photos, videos, and voice recordings could be shared and consumed, and this was a big step forward, but they were still somewhat static. Now the web is far more focused on enabling transactions between humans, and both hardware and software are shifting to empower interaction—largely to satisfy the hungry gods of social media, some cynics might say.

One company leading innovation in human digital interaction is Apple, and as much as it’s tempting to attribute Apple’s success to incredible branding and marketing, it must also be acknowledged that there are few companies more committed to useability and accessibility—and therein lies its genius. Just as Apple has made its mark through human-device interaction, the creators of digital collaboration services and software need to prioritise human-centric collaboration experiences. Now that we are surrounded by devices that encourage us to talk through them and touch them, we need collaboration tools which respond to these basic human behaviours. And this needs to go beyond tapping away at the screen as though it’s a keyboard—that’s what we were doing 25 years ago.

The human voice is set to make a massive comeback via technology, and there is immense opportunity for communication incumbents and start-ups alike that are willing to push the edges of the envelope and treat voice as more than just a waveform object. Technologists who are thinking about how to develop tools that digitise and enhance the most important components of personal interactions (such as talking and body language) are in effect helping to bridge virtual distance by amplifying and extending natural behaviours. This in turn enables people to achieve better outcomes when working in

distributed teams, and expands their capacity to achieve more.

For many people, these advances can’t come soon enough. In a recent study conducted in the UK called *Humanising the Enterprise*, it was revealed that nearly four in every five people were frustrated by the technology and collaboration tools provided to them by their employer. Many people tough it out, accepting that email shifts time and place but has little emotion, and that video conferencing can shift place but not time. They use SMS and chat for speed, even though its utility is limited, and they explain things to others over the phone, trying to compensate for the lack of visual dimension.

The group that’s making a stand is the millennials. They’re the newest wave of knowledge worker to enter the workplace, flipping seamlessly from device to device without raising a sweat, and they bring their own technology to work in the form of smartphones, tablets, wearable and hybrid computers, introducing new ways of cloud-connected working and collaborating due to their frustrations with enterprise-mandated tools. The charge of the millennials has made it clear that organisations need a BYOD management policy. Simply banning devices is not a policy.

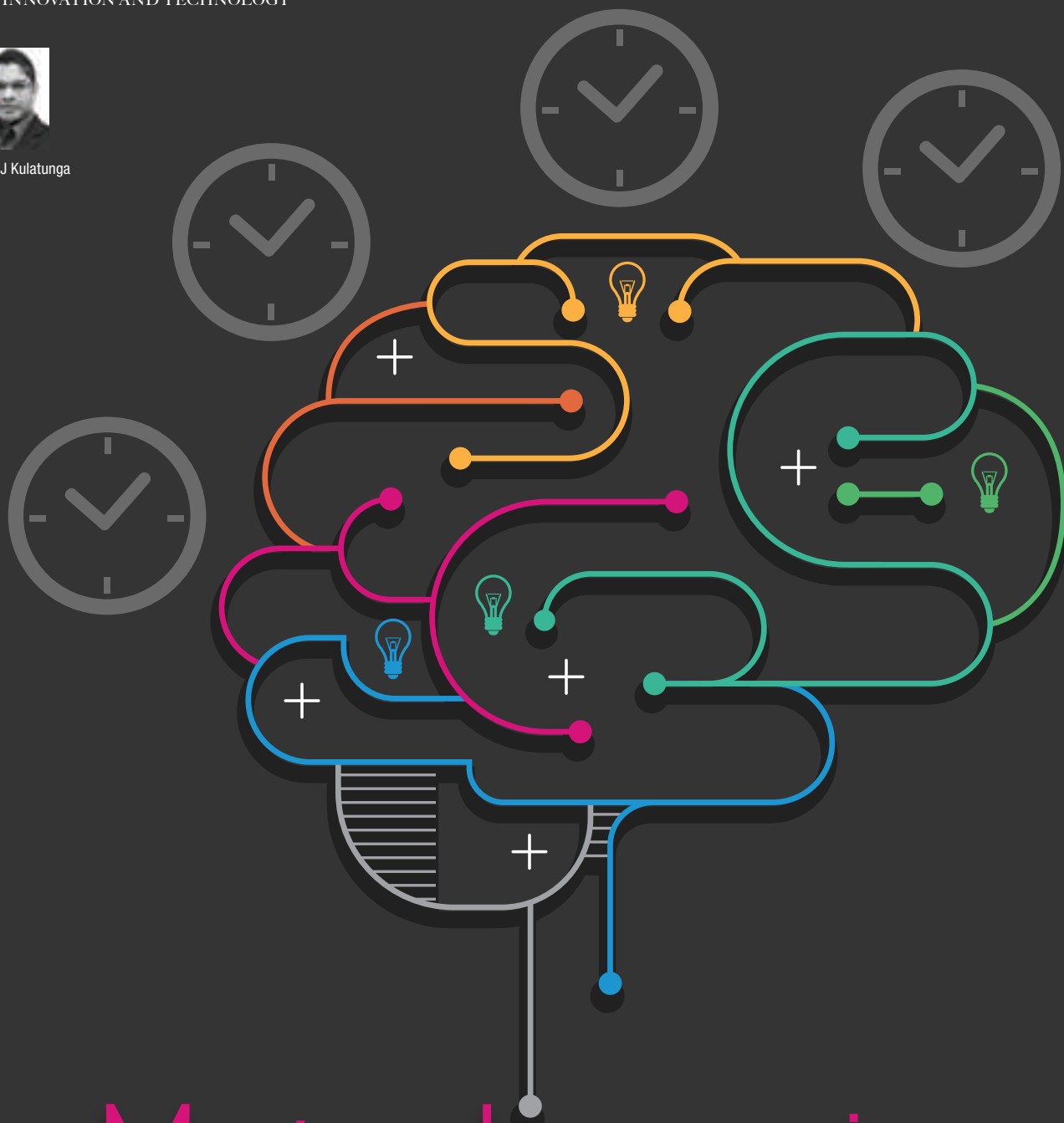
It’s on this basis that the mandate for CIOs and CTOs has shifted dramatically—from resisting the cloud to fast-tracking the cloud. They need to become the champions of the user, both inside and outside the organisation, supporting the new ways in which people want to interact and do business. For this to happen, a certain amount of experimentation will be necessary, enabled by open minds and sandboxed environments. They will need to innovate around collaboration so that people have the freedom to work effectively and that collaborative teams can deliver real results. ●

#### About Anurag Chakradhar

Anurag Chakradhar is the founder and CEO of Blrt, a mobile collaboration platform that humanises digital interaction by allowing people to talk, point, and draw over documents, images, and websites. Download Blrt for free at [blrt.com](http://blrt.com).



By AJ Kulatunga



# Meta-Learning

The busy CEO's secret weapon to learn anything in five minutes.

**H**ave you ever done the impossible? I once got locked in my bedroom when my door didn't have a lock. After rescuing me, Dad offered to call my cousin to fix the door but I said I would do it myself. He turned around and stared at me like he had just seen a black unicorn. "You?" he exclaimed. "How would you know how to fix it? You studied

IT!" "Good point," I said. "How about I show you how to fix it and then you can fix it for me?" That made sense to him, and after we went shopping for a replacement handle, he fixed the door for me in five minutes based on my expert teaching.

Between you and me, I have never actually replaced a door handle in my life and had no clue how to do it. So how did I manage to teach



Dad a skill that neither of us knew? While he was putting on his socks and shoes, I digested a quick YouTube video that showed me exactly how to do it. Crisis averted!

This story highlights an important difference in the way we used to learn and how we learn now. In Dad's world, learning was delivered through traditional means of a classroom and reading material, and he couldn't comprehend how I could possess knowledge and skills outside of what I had been taught in that classroom environment. However, you and I both know that learning also occurs beyond the classroom.

### The challenge of traditional learning

The traditional methods that were used to teach us in school were great for injecting knowledge into us to be able to pass an exam, but in the real world we need to take control of our learning and master the skills we require to survive and thrive in life. With technology playing such a ubiquitous role in our lives, we now have the tools to learn anything, anywhere, anytime. However, we still need a method to effectively utilise these tools.

In his book *Outliers*, author Malcolm Gladwell offered us the method of deliberate practice and shared with us the 10,000-hours rule. Originally explained in a study by K Anders Ericsson, the rule offers the idea that mastering any skill at a world-class level requires 10,000 hours of deliberate practice. This roughly breaks down to about 20 hours per week for a period of 10 years. Great. But what if you wanted to learn and master something quicker? Is that really possible?

Yes, it is. You can compress your learning time and get more out of each hour using an appropriate learning methodology such as accelerated learning or experiential learning. Even better, if you understand meta-learning, you can use it to learn and master anything quickly. As a time-poor CEO, it will be your new secret weapon.

### The magic of meta-learning

The easiest way to think of meta-learning (without using scientific jargon that does your head in) is to think of it as the process behind how you learn things. It incorporates various elements such as learning environments like a classroom, sports field, or home; learning styles like audio, visual, or kinaesthetic; and learning methods like group learning or self-learning. If you understand how you like to learn, then you can design your own learning framework in five minutes to teach yourself a new skill very quickly.

Author Tim Ferriss is a wizard at creating shortcuts to solve life challenges. His last book, *The 4-Hour Chef*, is a great example of meta-learning in action. The original goal of the book was to produce a manual on how to learn anything; however, he felt this might not have aroused interest with global audiences.

Instead, Ferris used his own meta-learning ideas to explore how he could master the culinary skills of the world's greatest chefs without taking the same time they took to learn and master their crafts. He refers to his process as DiSSS:

**Deconstruction:** Breaking down a skill, what are the bare minimum learnable components?

**Selection:** Which 20 per cent of these components should be focused on to give 80 per cent of the desired outcomes?

**Sequencing:** In what order should these units be learned to maximise outcomes and avoid failure?

**Stakes:** What stakes can be created to push past difficulties and guarantee completion of the learning?

Ferriss used the above steps to learn a number of skills including freestyle swimming, dancing the tango (which led him to the semifinals of the world

If you understand meta-learning, you can use it to learn and master anything quickly.

championships after only six months), and learning conversational Spanish in eight weeks. The whole book is one giant meta-learning recipe for learning both in and outside the kitchen.

### Three steps to meta-learning

For those of us who aren't Tim Ferriss, how exactly do you use meta-learning to learn a new skill? Follow these three steps to get you started:

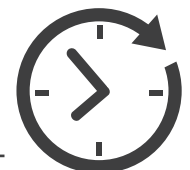
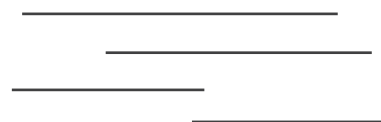
**1. Figure out how you learn.** Think about the last time you learned something new. How did you learn it? What process did you use to learn it? Was it an enjoyable process or did you hate it? What would you change about the process if you had to do it again?

**2. Clearly define what you want to learn.** Do you want to learn a new language, a musical instrument, or a particular skill?

**3. Use DiSSS or your own method to learn.** Come up with a way in which to learn the required material and master your topic.

### Meta-learning for influence

I'm going to leave you with one last thought before we end our time together. Being an effective CEO for your organisation means you need to be an influential leader. A strong part of influence is education, as every time you present to an audience you are educating them on a vision that you want them to buy into. If you understand how you learn and how others learn, then you can be a much more influential CEO. •



#### About AJ Kulatunga

AJ Kulatunga is a management consultant and the author of *Think like an Entrepreneur: How to Survive and Thrive in Business*. He writes, speaks, and trains executives on the intersection of business, motivation, and leadership. Engage AJ to inspire your people to think differently in 2015 via [ajkulatunga.com](http://ajkulatunga.com).



By Lincoln Goldsmith

# Effective BACKUPS

Four reasons CEOs  
should prioritise  
data backup.

**F**or most CEOs, data backup is not something that features on their priority list.

What's scarier is that industry data suggest that IT teams don't prioritise backup either. The Acronis Disaster Recovery Survey, conducted by IDC in May 2014, found that only 2 per cent of companies back up

100 per cent of their data. And 36 per cent do not back up virtual servers as often as they back up physical servers.

Data loss can occur for many reasons. Cyber attacks, hardware failures, hardware damage, and software glitches can happen to any business, and they can all lead to data loss.

Data loss can lead to a whole range of issues and most businesses cannot operate without access to the data they have painstakingly collected over time. Suffering a data loss can impact the top line if sales cannot be made due to customer contact details being lost, for example. And it can also impact the bottom line if the company cannot invoice customers or cannot produce records for tax purposes, leading to fines for non-compliance. Recreating lost data can be incredibly time-consuming and expensive.

For most business leaders, ensuring the success of the company means focusing on product and sales strategies. Because business continuity depends on data availability, backup and disaster recovery must be part of the business leadership's strategic planning, not left to the IT department alone. There are four key reasons why CEOs should prioritise backup and disaster recovery measures:

### 1. Backing up is the only way to fully protect business data

Natural disasters, software glitches, and hardware failure can all result in lost data, and it would be naïve for a company to behave as though it is immune from data loss. Backup is the only data protection process where the copy of the data is separated from the production systems and is stored independently of the business source. No other form of system protection can protect from data loss as effectively as backups.

A full system image backup ensures that everything is captured, and that no hidden or important files are missed that would not normally be included in a 'file-level' backup. It is easier to manage, completely capturing the entire disk.

### 2. No disaster recovery plan works without backup

Disaster recovery provides business continuity. Maintaining an offsite

backup copy is the only effective way to address a disaster that destroys production systems, data, and onsite backup copies. That way, if the office is completely destroyed, a secondary copy of data is available and can be used to get back up and running faster.

Acronis recommends a 3-2-1 methodology for backing up:

- Maintain all data in three locations, such as production systems, backup on network-attached storage (NAS) and backup in the cloud.
- Maintain backup copies on two types of media, such as disk and cloud.
- Maintain one copy of backup data offsite.

### 3. Backup is a requirement to maintain compliance status

Most regulatory compliance requirements dictate that organisations must protect and secure data, particularly if that data includes sensitive, private information. Backing up that data is an essential component of keeping it secure and protected.

### 4. Failing to back up properly can be expensive

The cost of losing unsaved data is estimated in the USA at almost US\$12 billion per year. One of the world's largest banks was fined US\$4 million for the partial loss of archived email messages over a 10-year period. The cost of a tarnished reputation and lost trust is harder to measure but potentially significant.

Data that has not been backed up can, in some cases, be at least partially retrieved but this process can take weeks or even months, the cost is high, and the chances of recovering enough data to continue operating are extremely low. Many businesses have ceased to operate altogether due to irretrievable data loss.



### How organisations can back up more effectively

Business executives must make data protection part of the strategic IT plan. Backup and disaster recovery planning, implementation, and regular recovery testing are essential for business survival. The ideal solution will provide an integrated suite of products that deliver unified control, management, and reporting for the entire environment.

The increased use of hybrid virtual and physical environments has created some challenges for organisations. Traditional data protection platforms create a single point of failure, which means that, if it fails, all backup operations are down. In a disaster recovery situation, the business must also install and configure the backup server first, before restoring the production workloads. This increases the time it takes to recover from a disaster.

New-generation data-protection products have been developed specifically to combat this problem and can scale with the organisation as it grows its environment and operations. •

Data loss can lead to a whole range of issues and most businesses cannot operate without access to the data they have painstakingly collected over time.

#### About Lincoln Goldsmith

Lincoln Goldsmith is General Manager ANZ at Acronis. His current focus is on leveraging Acronis' expanding product set to engage with the right customers and the right partners.







# ROAD TO Reinvention

The work that VicRoads carries out touches the lives of all Victorians multiple times per day.

Images courtesy of VicRoads

For more than 100 years, VicRoads has been planning, developing, and managing the Victorian arterial road network, delivering safety initiatives, and providing customers with registration and licensing services. The state government organisation knows that its job is to enhance people's lives, and therefore it makes it a priority to listen to their feedback for the betterment of the communities it serves.

John Merritt has been leading VicRoads as CEO for just over 12 months. This is his third government role, a sector he feels extremely passionate about. "I think these public organisations are such a privilege to run," he says. "You are able to make a big impact on the town in which you live, and you get to actually have a say in your local community through this work. Furthermore, you get to be surrounded by people who share that same desire.

"It has staggered me how big a role we play in the lives of Victorians. We provide a service to every adult, every day, multiple times."

- John Merritt

In many ways, the task is simply to ask, 'How do you get all of that ability and all of that care and throw it at the enormous challenges that we face to make our communities thrive?'

"It has staggered me how big a role we play in the lives of Victorians. We provide a service to every adult, every day, multiple times. I am confident that I am like the majority of public servants in this state who come to work in order to make a difference. If you ever wanted to make an impact, this is the place to be because you have so much opportunity."

John is currently taking VicRoads through a transformation journey. Through extensive conversation externally and internally, he has been able to determine a strategy to reposition VicRoads from its historical role as a roads agency to a more contemporary one as an organisation that makes people's lives better.

"We are 102 years old as an organisation," John says. "We have been doing things and working in the same way for a long time. The world has changed and the needs and demands being placed on us have changed. However, we haven't changed anywhere near as fast as we perhaps should have. We are at the tail end of the nation-building phase for road organisations, and that is why there needs to be a transformation. It's all about enhancing people's lives and doing whatever it takes to improve their daily experience. To do this, it requires a big change in focus, a shift in accountability, and most importantly a lot of change in the way we lead."

There are three key strategy areas that John has outlined for VicRoads. The first is to have a really sharp focus on what's important so that everybody's efforts are deployed towards the same goal. The second is to have a clear sense of accountability. "This is particularly interesting and >



challenging in public organisations where people care deeply and try hard,” John notes. “Those things are important, but it is in fact the result that counts the most. I find consistently that while we value our care, the community is really only interested in the result. That’s what matters, and it’s very important in public organisations to be very clear about what that is.”

The third focus is on leadership. John believes that to get the best out of people on behalf of a community, there is a need for leaders who first and foremost see their role as enabling staff to successfully carry out the job they are employed to do. “That leadership space is a real interest of mine,” John says.

“I love leading public organisations because one of the keys to a good life is meaning, and these types of jobs serve that up on a plate. You have always got people searching for meaning, engagement, and achievement, so it’s been a priority

**“I love leading public organisations because one of the keys to a good life is meaning, and these types of jobs serve that up on a plate.”**

- John Merritt

of mine for some time now to try and find a way to lead my staff into achieving that. That’s really number one for me. Everything else is sort of secondary to that in my world.

“The goal is to get the best out of people. I think leaders play a critical role in the capacity of people doing their best work; and, in particular, they have a critical role to play in building self-belief and trust. The nature of contemporary public service is that the vast majority of issues that we have to deal with—there are thousands of issues—have no easy answer.”

John notes that the community he serves values time limits and responsiveness. He believes that VicRoads needs to lead in a way that is pushing decisions down as close as possible to the customer. One initiative he has implemented is to give feedback on how staff perceive the work of leaders within the organisation, through LSI (Life

Styles Inventory™) and OCI (Organisational Culture Inventory®) tools. With almost 200 people in leadership positions, the survey material has been useful in ensuring the right degree of support is given so everyone can make the most of their talents.

“That’s a huge undertaking because it is critical work and it can only begin with the feedback,” John explains. “It then leads to the coaching and support of our leaders. For some, the results have been a pleasant surprise, but of course for most of us it has been very challenging.

“For many leaders, it’s the first time they have had feedback of this nature. My experience in using these tools in other organisations is that it is a very powerful way to improve leadership and results in an enormous increase in performance from people.”

One of VicRoad’s responsibilities is to promote road safety within

## WINSLOW CONSTRUCTORS IS ONE OF THE LEADING CIVIL CONSTRUCTION CONTRACTORS IN VICTORIA

We deliver civil engineering solutions for government, corporate property developers, and private land owners. Our expertise includes residential subdivisions, road and bridge construction, industrial and commercial subdivision, bulk earthworks, and land remediation.

Built on integrity, every Winslow job is delivered by our expert teams of project managers, engineers, and construction crews. Our fleet includes top-of-the-line plant, machinery, and equipment, and applies cutting edge land survey technology.

With over 30 years in the industry, Winslow is renowned as a leader in the Australian civil construction market.

[www.winslow.com.au](http://www.winslow.com.au)

**03 9358 7700**



WINSLOW

BUILT ON INTEGRITY





Victoria. Each year, 250 people lose their lives and more than 5,000 are seriously injured. After years of a consistent reduction in road fatalities, VicRoads has reached a plateau. John says he is determined to step up in this space to continue to reduce the suffering the community experiences as a result of road trauma. Staff have recently been on the road engaging with people living in metropolitan and country areas to tackle this problem. “There is a broad consensus about reducing trauma, but there is certainly no consensus about how that should be done,” John notes.

He adds that there are varying views between the different interest groups, as well as around speed and personal accountability. By hosting forums and discussion groups and opening up the conversation with the community, VicRoads has been able to listen to people’s issues and ideas before trying to come up with solutions. The organisation has also ramped up its online presence with a new website to encourage community interaction, and social media is being used as a medium to target a wider range of people.

VicRoads manages, on average, around \$1.4 billion worth of road construction work per year and therefore has a strong working relationship with local councils, contractors, suppliers, and other partners. It has more than 1,000 staff located in regional Victoria and operates 41 customer service centres across the state. Every day, more than 10,000 people walk into one of those centres to transact with the organisation, and another 10,000 people call through on the phone.

“It’s a very high touch business,” John says. “We touch everyone’s lives every day. I think an average Victorian makes 3.2 journeys a day, so if you want to make a difference, this is a great place to be. We are a capable organisation. We know how to plan, build, and maintain a road, and we know how to manage the access to the road system very well. We also care deeply about what we do.”



John has a strong vision for the future of VicRoads. He wants the organisation to be a highly valued contributor to the lives of Victorians and to be highly responsive to their needs. Furthermore, he wants a significant

majority of his employees to feel as if they are growing personally through their work with VicRoads.

“If I can get all of those things right, then I will be happy,” John concludes. ●



# Bank On It

Having made the move from a building society to a bank, Auswide Bank is looking to expand its reach while remaining committed to outstanding customer service.

Images courtesy of Auswide Bank

"I'm only the second CEO or MD of the organisation in its 50-year history."

- Martin Barrett

Auswide Bank has always had a history of challenging the status quo in order to secure a better deal for the typical Australian. It was 1966, and Ron Hancock, a local of the Wide Bay-Burnett area, decided to form the Burnett Permanent Building Society to provide an alternative to the big banks. In 1979, the organisation merged with the Wide Bay Capricorn Building Society and continued to grow until 2013, when the decision was made to convert the company from a building society to a bank.

It was at this time that Martin Barrett was appointed CEO of the new Auswide Bank. It was a big challenge, as the company had only one CEO previously in its 50-year history. But Martin was up to the task. "I started in February 2013," he says. "I replaced Ron Hancock, who was actually the founder of the Burnett Permanent Building Society. Ron had been in the role for some 45 or so years. So I'm only the second CEO or MD of the organisation in its 50-year history."

Martin had worked across the banking sector, both in Australia and overseas, and was perfectly positioned to take Auswide Bank forward. He had experience in working with banks that were small and bringing them to prominence, which is his plan for Auswide. "I've had a wide variety of roles across many different facets of banking and across many different geographies, across Australia and also overseas in the UK. Some of the key learnings for me through the various roles have been ones where I've been able to manage not-so-well-known brands in markets. In other words, you know Clydesdale Bank and Yorkshire Bank in the UK markets and St George Bank in the Western Australia and Queensland markets.

"All those brands are capable brands, but are certainly not as strongly positioned as bigger brands in those particular markets. Finding ways and means of getting those brands better recognised, understood, and getting them to grow was essential. There are a lot of learnings from that, and a lot of

capabilities I pulled out of those particular roles for this current role, where those challenges are quite similar—quite a lot of experience in a variety of different business banking roles, quite a level of experience in terms of credit and risk, and experience in terms of getting visibility and raising brand awareness for the various businesses in those geographies."

The change for Wide Bay Australia from being a building society to a bank was necessary, Martin says, for the continuing growth of the company. "We've just made that conversion to a bank following approval from our banking regulators, the Australian Prudential Regulation Authority. As part of that particular journey, we decided it would be positive for us to change the name at the same time. So after quite some work internally, we've come forward with that new brand, Auswide Bank, and we made that conversion at the beginning of April.

"There were a few reasons for making the change. One was we >









# sandstone

TECHNOLOGY

building better banking

Sandstone Technology is a fast growing Australian technology company providing innovative customer onboarding and product origination solutions, as well as market leading customer-facing systems such as internet banking, mobile banking and personal financial management to financial institutions globally.

[www.sandstone.com.au](http://www.sandstone.com.au)



“There’s a big journey for us in the period ahead in terms of our brand and customer strategy, in terms of how we actually market that brand now, and the story that we tell to the market in the year ahead.”

- Martin Barrett



felt that while our brand was well recognised and well respected in its local environment, we were growing and had an aspiration to grow outside of that particular region. In fact, we’ve got more customers outside the Wide Bay region than we have inside that region. Having a very regional geographic name we also considered likely to be constraining for us, and required a lot of continuing explanation.”

Martin’s focus has been on making people aware of the company’s new name, rebranding itself, and expanding outside its geographical region. “Changing the name was appropriate, and getting a name we thought we could grow into and one that started with ‘A’, which was alphabetically superior to our old name, were important considerations. It’s funny: previously in listings, Wide Bay generally sat at the bottom, because of the ‘W’ and the ‘i’, so by choosing a name that had an ‘A’ in front of, it lifted us in terms of alphabetical listings of banks online or in the media or other

comparative tables of banks. We took the view that it would be good for us to be further up the alphabetical scale!

“The colour schemes and corporate identity all changed after we embarked on a whole series of stakeholder conversations, including with university students. Central Queensland University students helped us with the look and the colours and modernisation of the brand, which were also important in that they represent an important demographic for our future.

“The feedback has been very strong. Existing shareholders, our customers, and our business partners have all been very positive about it. We’re pretty pleased with where it’s ended up. There’s a big journey for us in the period ahead in terms of our brand and customer strategy, in terms of how we actually market that brand now, and the story that we tell to the market in the year ahead.”

The change is allowing Auswide Bank to expand outside the Wide Bay–Burnett area and look for new opportunities. It’s been fairly successful so far, and the bank is planning to open another branch

in Brisbane and expand its business banking services in the second half of this year. “It’s important for us to be able to deliver our products and services nationally. We have a branch network that extends across Queensland. We’ve developed a mortgage broker channel that originates home loans nationally. We are about to release a whole online capability in relation to being able to apply online for home loans, personal loans, as well as open up accounts online. So we’re giving our customers and potential customers the ease of access to be able to deal with us digitally across the nation, which we’re looking forward to. We should have that project rolled out, I think, within the next eight weeks.

“We have also been embarking upon a fairly significant expansion of a new call centre with expanded skill and capacity. We established our call centre only 12 months ago, and we’re building that out now to double its size. It’s currently only about six people; we expect to have about 12 people later this year. The call centre is based in Bundaberg. It’s important to be able to support our digital platform and important in terms of our outward-bound calling to our >

*“Sandstone Technology and Auswide Bank have enjoyed a successful working partnership for a number of years. With a shared vision for delivering a superior customer experience, both companies have worked closely together to provide innovative lending and digital banking solutions to customers and communities across Australia.” - Sam Plowman, CEO, Sandstone Technology*



existing customers and our ability to be able to service customers outside of that brand network.

“Another part of the story is really about how we ensure that we are pushing forward with our business banking platform. We only built the business banking platform recently, about 18 months ago. We started off with a very small approach that was effectively in Mackay, Bundaberg, and Rockhampton, but we’re now looking at the expansion of that so that we can extend that operation down to Brisbane and take advantage of some new distribution that we’ll be building in there. We’ll be establishing the new branch in Brisbane in the second half of this year, and we’re looking to bring that opportunity to potential business banking customers in the Brisbane market. From a brand perspective, we’ll be driving our brand harder to achieve a level of awareness, but also a level of consideration around our Auswide Bank products.”

One of the other areas the bank is expanding into is a presence in the digital and online space. Martin says that is a key focus and strategy for Auswide Bank and is critical to its survival in the marketplace.

“That includes online and mobile banking services, but also digital engagement. We’re working through our digital strategy now, including ramping up our social media and digital marketing activities. Of course, we will look to ramp up our attention into traditional media as well to get that brand across Queensland and particularly along the east coast of Australia.

“It’s critical, I think, as the environment is changing very, very rapidly. We’re seeing new players coming into the market, ‘disrupters’ as they’re calling them. From the perspective of our organisation, if you look at building societies when they were in their heyday, say 30 years ago, building societies were actually the disrupters of the day. We have to turn our mind to

how we become disrupters of today rather than disrupters of 30 years ago. To my mind, while we are relatively small, we are also nimble, and we have access to potential partners that are building new platforms in technology. Technology has to be a fundamental part of our strategy and journey going forward as we look to take advantage of perhaps a more fragmented market in the years to come as technology changes the game.

“Since I came on board, we are investing in more technology; we’ve updated our core operating system. We’re investing in online product application and processing. Applying online offers a much easier level of access and simpler process for home loan and personal loan applications. We’re also spending time and money on how we can actually improve our mobile banking platforms. When I arrived here just over two years ago, we didn’t have a smartphone app, and we built one very quickly.

Whether it’s supporting your business,  
protecting your customers,  
or finding a creative solution to  
your problem,  
**QBE is 100% committed** to you.

Find out what we make possible:  
[www.qbe.com.au/stories](http://www.qbe.com.au/stories)

Made possible by







We actually built one in the space of about 12 weeks and put that into the market. It was functional, but it was basic. We have now just realised the second phase of that which is much more modernised, much more capable, and much more user friendly. We'll be ramping that up again in July with a third instalment, which will add some further capability. We believe that the third enhancement will actually put us at the very forefront of the banking app capability—certainly up there with the capability that the big banks have.”

These new technological developments have only been possible with the help of key partners for Auswide Bank, including Sandstone Technology and Ultradata. “Our partners are critical to us,” Martin emphasises. “We have a number of partners in the technology space. Sandstone Technology is one of those, helping us upgrade our whole lending system. They’ve been integral for us in terms of developing and improving the smartphone app and our online capability that we’re soon to put out to the marketplace. We have a strong relationship with them, which we’ve had for many years. In fact, we were one of their first customers, I think. As they’ve grown, we’ve been able to take advantage of their increasing capability. Other suppliers like our operating system provider, Ultradata, are critical as well because we need to have a very functional and capable core banking system that can be relied upon, one that can provide data and ease of use for our staff.”

Moving forward, Martin says, Auswide is looking at ways to bring more value to its customers and expand its market. Having a history in community banking, he says, Auswide Bank really does “treat every customer as an individual and not a number”, which sets it apart from its competitors. “We are on a journey where the service levels across consumer and business banking will remain extremely high so that we can continue to differentiate on that. We also want to be able to differentiate in terms of value, and



by that I mean when you look across the products that are offered by others, things like personal loans and credit cards, where interest rates are generally quite high, we have a great opportunity.

“We’re looking at ways and means where we can actually add better value to those types of products, such as pricing and product features, but also allow for individual tailoring of those products and those prices as opposed to a one size fits all. We started that particular journey shortly after I arrived, and we’ve got a car loan offer at the moment which is probably one of the best value loans in the marketplace. We want to make sure that we can extend that to a broader range of potential customers so anyone in Australia who is going to buy a car can think of Auswide Bank as one of their preferred places to deal with because we provide a product that is strong, flexible, and importantly, that has pricing that is really great.”

For the future, Martin has big plans for the bank. It’s planning on growing geographically, looking at the east coast of Australia as a starting point, while still keeping the feel and customer service of a small building society. “Auswide Bank has the potential for a great national capability. I would see that happening in two ways: via our ongoing omnichannel approach, particularly our digital approach, but also through partnerships and acquisitions in the marketplace. These would allow us to take advantage of businesses that may already have a customer base and

already have a level of connectivity to those particular markets. We’re particularly looking down the east coast for potential opportunities. I would like to see Auswide Bank recognised in the marketplace for truly being a preferred and better service provider, as an organisation that is not just looking after its customers and one where customers don’t just stay because of apathy rather than any real attachment. We will continue to work on a journey where we’re recognised for our service. We’ve won an award two years in a row now as best building society in Australia, with a 90-per-cent satisfaction rating from customers.

“We will build on that by bringing that level of service and connectivity, that personal touch, to our customers in the banking space wherever they live. A building society approach in the banking world! It will be especially important for us to do that across those different channels. My view of that is whenever we roll out anything that is technology based and our customers see the technology platform as being the important platform for them, the preferred platform for them, we will need to ensure that it’s as easy to use as possible and the customer experience in terms of use is integrated across our business. It’s important our customer finds it a very painless process.

“Auswide Bank will continue to grow as we in turn grow our customer service proposition and our customer advocacy across all those different channels.” •

“When I arrived here just over two years ago, we didn’t have a smartphone app, and we built one very quickly. We actually built one in the space of about 12 weeks and put that into the market.”

- Martin Barrett



Annette Gillespie (right) with Rosie Batty (left) at the 2015 Candlelight Vigil with students from Korowa Girls School

# SAY NO TO FAMILY VIOLENCE

With the ultimate goal to eliminate violence against women and their children, safe steps Family Violence Response Centre provides a voice and a safe haven for victims and those at risk.

By Skye Hoklas

**I**n 2014, one woman per week reportedly lost her life as a result of family violence. Sadly, in 2015 that statistic has doubled. Safe steps Family Violence Response Centre is a social-change organisation that actively contributes to the prevention of violence against women and their children. It ensures their voices are captured and heard, and provides them with the support they need.

Based in Victoria, safe steps is the auspice organisation for statewide crisis lines across Australia, namely the Domestic and Family Violence

Crisis Lines of Australia Network. This enables the collection of data nationally on the number of women accessing domestic violence crisis line services and provides a solid basis for safe steps to work from.

Safe steps receives approximately 55,000 calls per year, which is an average of 150 calls per day. In peak times, one call is answered every three minutes. Collectively, crisis lines across Australia receive 500-plus calls daily, and family violence costs the Australian economy \$13.6 billion. As a 24/7 central responder, safe steps knows

that the work it does is crucial. In addition to its immediate response line, it also offers services such as risk assessment, emergency accommodation, safety planning, support, information, advocacy, and referral.

CEO Annette Gillespie is passionate about the cause and has been the leader of safe steps for the past three years. She has been working hard to try to end domestic violence for more than two decades, and saw the potential in safe steps for it to be a strong influencer of social change. "Safe steps is the Victorian statewide first





Annette with former Victoria Police Assistant Commissioner Dean McWhirter (right) and former Acting Chief Commissioner Tim Cartwright (left)



2015 Candlelight Vigil at Federation Square, Melbourne

responder to women and their children needing support, advocacy, and immediate safe accommodation,” she says.

“My role provides the perfect balance of influencing social change while still staying connected to the individuals who seek our support. I am incredibly proud to work with such an important organisation. Safe steps has a 40-year history of service delivery and influence in eliminating violence against women and their children. We are inclusive of all women and children regardless of socio-economic circumstances, ethnicity, faith, geographic location, and education. We are particularly proud of our response to women with disabilities, women with high and complex needs, and women who are further disadvantaged because they do not have permanent residency status.

“Safe steps is the safety net for women and children experiencing violence, as we provide immediate support. Our doors never close, and the immediate response phone line is available 24 hours, seven days a week, to ensure that women who are in high-risk situations can call at any time to receive support and be removed from the situation immediately. Everyone benefits—women, children, men, service providers, government, and the wider community. Internally, we focus on identifying the drivers of demand on our services by women and children. Externally, we focus on understanding national trends.”

Annette is a specialist family violence clinician and has worked directly with thousands of women

and children who have been affected by violence. She is well known for her role in leading sector reform to provide a more immediate response to victims of any form of violence. She has extensive experience, including developing the first specialist advocacy response in New Zealand for children living with domestic violence, and in 2010 she led the largest women’s refuge to provide to the community a response to domestic violence during and after the Christchurch earthquakes.

Annette is committed to eliminating violence and has held many significant posts on advisory committees and boards, including the Luke Batty Foundation, No to Violence, and as chair of the New Zealand National Collective of Women’s Refuges.

She says safe steps is involved in a myriad of activities to make a difference—everything from contributing to media campaigns and engaging the public in social media campaigns to making submissions to government and hosting community forums.

In May, it hosted the inaugural Candlelight Vigil at Federation Square in Melbourne. The event, which had almost 1,000 attendees, paid tribute to the women and children who have lost their lives to family violence, and also supported those who have survived. It brought together government, police, magistrates, emergency services, corporates, and the broader community to take a stand and say family violence is not okay in any form.

“Watching the broader community unite for the evening was very special and deeply moving.”



Annette Gillespie

“Safe steps is the Victorian statewide first responder to women and their children needing support, advocacy, and immediate safe accommodation.”

- Annette Gillespie

Annette says. Australian of the Year Rosie Batty was a guest speaker at the vigil, along with the Minister for the Prevention of Family Violence the Hon. Fiona Richardson MP and former acting chief police commissioner Tim Cartwright.

Safe steps is recognised as an organisation of excellence, and Annette says she enjoys seeing women and children who have survived family violence grow and reach their full potential in life.

“As demand for our services increases, the potential for safe steps to grow is enormous,” she adds. “Ways in which safe steps can grow includes expanding services to provide a broader range of options for women and children living with or who have survived family violence, as well as increasing safe-house accommodation.

“Ultimately, we would like to reach a time when safe steps does not need to exist, but until then we will continue to grow in response to the demand for our services. We seek to provide a broader range of services that assist women at every step of their journey towards reaching their full potential free from violence and abuse.” •

If you or someone you care about is experiencing family violence, please call 1800 015 188 (this number is accessible across Australia), or visit [safesteps.org.au](http://safesteps.org.au) to find more information and make a donation.

CEO Philanthropy is *The CEO Magazine's* way of giving back to the community. If you would like complimentary coverage for a good cause, please contact Skye Hoklas at [skye.hoklas@theceomagazine.com.au](mailto:skye.hoklas@theceomagazine.com.au).





# SAILS ON LAVENDER BAY AND *THE CEO MAGAZINE* WHISKY DINNER

DATE: Tuesday 29 September 2015

COST: \$109 per person for 5 courses and matching whisky

RESERVATIONS: (02) 9955 5998 or [reservations@thesugargroup.com.au](mailto:reservations@thesugargroup.com.au)

Sails on Lavender Bay is hosting a very special Whisky Dinner in partnership with Australia's *The CEO Magazine*. Readers of *The CEO Magazine* will experience international and Australian whiskies matched to dishes selected by our chef Nathan Darling. Experts will be attending to discuss the whiskies throughout the evening as you enjoy the mix of flavours.

The Whisky Dinner is \$109 per person for readers of *The CEO Magazine*, down from \$120, and will be held on Tuesday evening, 29 September 2015.



## *First Course*

Warm smoked Ora king salmon, celeriac and apple remoulade, avruga caviar

*Caol Ila 12yo 700ml 43%*

## *Second Course*

Roasted Jurassic quail breast, crispy log, barley smoked eel and leek porridge, parsley juice

*Glenmorangie 10yo 700ml 40%*

## *Third Course*

Fillet of beef, whisky braised brisket, parsnip puree, greens, lentil jus

*Springbank 15yo 700ml 46%*

## *Fourth Course*

Gorgonzola, whisky, pear and watercress 'sandwich'

*Glenfarclas 105 Cask Strength 700ml 60%*

## *Fifth Course*

Chocolate and hazelnut torte, chocolate sorbet, whisky sabayon, chocolate crumble

*Ardbeg 10yo 700ml 46%*

**CEO**  
THE MAGAZINE FOR HIGH-LEVEL EXECUTIVES







OUT AND ABOUT



ESCAPE



AUTOMOTIVE



LEISURE



CEO INDULGENCE



STYLE



FOOD AND BEVERAGE



HEALTH

# CEO Lifestyle





## 'David Bowie is'

Until 1 November, Australian Centre for the Moving Image, Melbourne

As part of Melbourne Winter Masterpieces, ACMI presents 'David Bowie is' –the acclaimed exhibition celebrating the extraordinary career of one of the most pioneering and influential artists and performers of the modern era. 'David Bowie is' was created by the prestigious Victoria and Albert Museum (V&A) in London, drawing upon unprecedented access to the David Bowie Archive of costumes, objects, album artwork, and memorabilia. The exhibition includes lyric sheets, hundreds of photographs, stage sets, rare videos, filmed live shows, over 50 costumes, and interviews with key collaborators. At its world premiere in London in March 2013, it was the V&A's fastest-selling exhibition and became one of its most popular shows, drawing over 311,000 visitors and widespread critical acclaim.

[acmi.net.au](http://acmi.net.au)

Image courtesy of Australian Centre for the Moving Image

Album cover shoot for Aladdin Sane, 1973. Photograph by Brian Duffy. Photo Duffy © Duffy Archive & The David Bowie Archive

# Out & About

All things interesting near you.

## Sydney Contemporary

10–13 September, Carriageworks, Sydney

Australasia's international art fair, Sydney Contemporary, returns with an expanded footprint that will see the major biennial contemporary art event take over the entire Carriageworks precinct in Sydney's Redfern. The second edition of Sydney Contemporary builds upon the success of the inaugural event held in September 2013 that attracted more than 28,000 visitors over four days. Sydney Contemporary 2015 is Australia's largest art fair and will feature more than 75 respected galleries, over 30 per cent of which are international, hailing from 11 countries around the world including China, Japan, Singapore, the UK, USA, Chile, and New Zealand.

[sydneycontemporary.com.au](http://sydneycontemporary.com.au)

Image courtesy of Sullivan+Strumpf

Karen Black

*Uneasy Peace*, 2014

Oil on marine plywood, 83 x 97 cm



## Floriade

12 September – 11 October, Commonwealth Park, Canberra

Australia's biggest celebration of spring, Floriade, will return to Canberra from Saturday 12 September until Sunday 11 October 2015. It showcases one million flowers in bloom throughout Canberra's Commonwealth Park, and entry is free. The event welcomes more than 400,000 local, interstate, and international visitors each year. This year's garden beds, workshops, demonstrations, and childrens entertainment will all be inspired by the theme 'Reflection'. Also returning is Floriade NightFest, bringing Commonwealth Park to life after dark with an exclusive program of events over five amazing nights featuring great live music acts, renowned comedians, cutting edge DJs, night markets, and roving entertainment.

[floriadeaustralia.com](http://floriadeaustralia.com)



## ***OzAsia Festival***

24 September – 4 October, Adelaide Festival Centre

OzAsia Festival is Australia's leading international arts festival presenting the best theatre, dance, music, film, and visual arts from across Asia. This year's program features an impressive array of performance works by artists at the cutting edge of contemporary Asia, with a focus on arts from Indonesia across the opening weekend followed by performances from countries including Japan, India, China, Taiwan, Hong Kong, and Korea throughout the festival. The festival environment and atmosphere will spill out of Adelaide Festival Centre and into the surrounding Riverbank precinct, with the Adelaide Night Noodle Markets forming a massive festival hub filled with delicious food, stunning design, and loads of free music and performances for people to enjoy every night.

[ozasiafestival.com.au](http://ozasiafestival.com.au)



## ***Sydney Symphony Orchestra live at Club InterContinental***

3 September, InterContinental Sydney

InterContinental Sydney and the internationally acclaimed Sydney Symphony Orchestra (SSO) have launched a series of enchanting live performances featuring musicians of the SSO at the exclusive Club InterContinental, located on the top floor of the hotel with breathtaking views of Sydney. Guests will be invited to listen to timeless classics by great composers performed by world-class musicians while enjoying a glass of Taittinger Champagne, a citrus-based Apostle-bird cocktail, and meticulously crafted canapés, created to work in perfect harmony with the music. For the first time, members of the public are welcome to experience the hotel's hidden gem, Club InterContinental, and a spectacular evening of music.

[icsydney.com.au](http://icsydney.com.au)



## ***Extinction***

19 September – 4 October, Black Swan State Theatre, Perth

The death of an endangered tiger quoll is the critical backdrop to an Australian story about our very survival. Andy Dixon is a vet who believes strongly in preserving the environment and our natural resources. When his lover, the determined conservation biologist Dr Piper Ross, agrees to undertake research paid for by the CEO of a mining company, he begins to question her methods and his feelings towards her. Little does she know that Andy has been diagnosed with a rare illness, and his life is in as much danger as the species she is trying to save. From the mind of Helpmann Award-winning Australian playwright Hannie Rayson (*Hotel Sorrento*, *Life After George*) comes the world premiere of *Extinction*, a unique drama with a timely and important message of environmental awareness and conservation.

[bsstc.com.au](http://bsstc.com.au)



# A Serene Escape



A stunning coastal sanctuary, Pretty Beach House is the ultimate example of elegance for those looking for a luxury getaway.

By Edwina Dittmer

While the name sounds simple, the experience at Pretty Beach House is 'once in a lifetime'. Perched on the Bouddi Peninsula, surrounded by Bouddi National Park, it's quite easy to drive straight past the discreet entrance to the property. Once you backtrack to the gate, climb the winding escarpment through the mass of angophora trees, you reach the sandstone pylons at the entrance to Pretty Beach House. Geoffrey the concierge is there to greet you with a smile as he takes your bags and parks your car. As you enter the Main House, you are welcomed with the magic words: "May I offer you a glass of Pol Roger?" After a long drive, the answer is always yes.

Ninety minutes from Sydney, on the New South Wales Central

Coast, Pretty Beach House has recently reopened after a bushfire tore through the property, resulting in a two-and-a-half-year hiatus and restoration project. Proprietors of Bells at Killcare Boutique Hotel, Restaurant & Spa, Brian and Karina Barry, along with distinguished restaurateurs Stefano Manfredi and Julie Manfredi Hughes, have combined a luxurious setting with world-renowned cuisine to create the ultimate experience for guests. Brian explains the concept behind the hotel: "Pretty Beach House is the essence of luxury without the pretence. Guests receive effortless hospitality surrounded by Australian beauty that remains relaxed and elegant."

The food is a major drawcard of the hotel—Stefano is one of Australia's most renowned chefs, his restaurants a delight of Italian

flavours. Stefano planted an extensive kitchen garden at sister property Bells at Killcare, and the produce supplies both kitchens. The seasonal menus at Pretty Beach House are based around what's on offer from the gardens and feature Italian-inspired cuisine served simply and elegantly.

Sydney interior designer Michelle Leslie led the restoration project and has perfectly blended the natural elements of the land with the highest-quality products and materials. The Main House is the heart of the property, built with handmade mud bricks from Bowral in New South Wales and huge handcrafted timber posts from a decommissioned bridge in Queensland. The sandstone is from nearby Gosford Quarries. Michelle commissioned highly skilled local designers, blacksmiths, and craftsmen to complete the rebuild.







The dining room in the Main House

The Main House is a shared space for guests, and features an atrium-style dining room, a lounge area complete with shelves full of records, books, magazines, and DVDs, a cocktail bar, wine cellar, open fireplace, and infinity pool. Handmade brass pendant lights hang from huge exposed beams, beautiful vases of native flora feature on every table, and there are thoughtful touches aplenty such as cream cashmere throws hanging on the backs of leather armchairs should the air get a little chilly.

Music is a passion of Stefano's outside the kitchen, and he has created playlists for guests to enjoy during their stay and to fit with any mood.

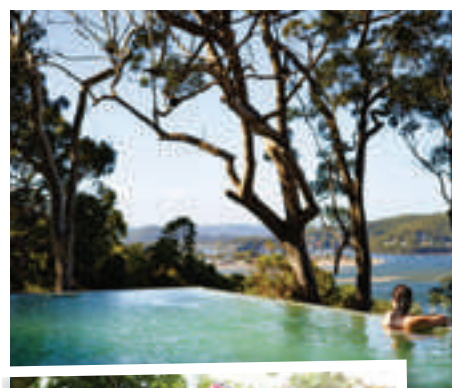
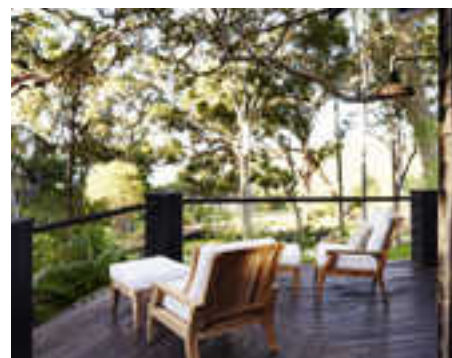
Lodge Manager Joe takes guests on a welcome tour, making them feel at home while he explains how Pretty Beach House works. If you'd like a snack, head over to the kitchen and talk to the chef; if there's a particular wine in the cellar that you'd like to try with dinner, by all means ask the sommelier and it's all yours; if you just want to lie by the pool, drinks and newspapers can be brought out to you. It's the perfect place for guests who want to relax and don't want to worry about

The seasonal menus at Pretty Beach House are based around what's on offer from the gardens and feature Italian-inspired cuisine served simply and elegantly.

where to go or what to do—it's all available here.

Arriving in time for lunch, you take in the beautiful dining area and admire some of the original artworks on the walls—Arthur Boyd, Sidney Nolan, and John Olsen are all present. Chef Marco Ribechini is outside at the handmade Stefano Ferrara Italian pizza oven preparing several tasty creations while you indulge in another glass of Pol Roger. Stefano is very attentive and chats with guests about the menu and features of the kitchen. He sees the table is lacking in greens and whizzes off to whip up a side salad. A glass of Pieropan Soave 2013 is lovely and fresh and goes nicely with the margherita pizza.

After lunch, there is some time for activities. For the adventurous type, there are numerous options, including mountain bike riding and guided bush walks. If you have a full day to spare, why not partake in a helicopter daytrip into wine country, or head out into the waterways onboard the property's luxury sports cruiser. Fishing charters can be arranged, with Stefano's packed picnic lunch and drinks included. There



Didgeridoo welcome ceremony

is also an 18-hole golf course 30 minutes away.

If getting horizontal sounds more your speed, Bouddi day spa is a haven for you to de-stress. The spa features couples massage tables and pure Australian botanical products from LITTYA, and treatments have been designed to rebalance the synergy between mind, body, and soul. The ancient Gubbera Stone Therapy treatment will rebalance the body's energy flow and calm the mind. But for total relaxation, it's hard to go past The Dreaming—a three-and-a-half-hour full body treatment that will rejuvenate even the most exhausted of guests. By this stage, an afternoon nap is sounding mighty appealing.

Sleeping a maximum of eight, Pretty Beach House has four options for guests to stay in—three freestanding private pavilions, and >





one penthouse located above the Main House. Each pavilion has its own individual design and décor, inspired by the colours and textures of the surrounding landscape, and features a private deck, heated plunge pool, and day bed to take advantage of the stunning views.

As its name would suggest, the Bayview Pavilion looks out over the sparkling bay in the distance and is a very luxurious place to rest one's weary head. The king-size bed, easy to get into, hard to get out of, is swathed in fine Italian Busatti linens, at least eight pillows, and a massage function. That's right, the *bed can massage*. There is also an option to elevate your legs while sleeping, which is great for travellers who have just stepped off a longhaul flight.

Once you emerge from bed and don your grey linen Busatti robe, you might like to sample something from the fully stocked bar, featuring large bottles of Glenlivet, Bombay Sapphire gin, Belvedere vodka, mixers from Fever Tree, a lemon and lime for garnishes, and beautiful agate coasters. Whip up a gin and tonic, plug Stefano's carefully curated iPod into the Marley speakers, settle into a deck chair outside, and enjoy nature at its finest.

The living room is just as inviting, with a plush cream lounge with plenty of cushions and a big leather armchair. If you can't miss the news, there's a large flatscreen television, and a great selection of art books and the latest magazines on the coffee table. The wood combustion fireplace makes the pavilion very cosy in the cooler months—and yes, Joe can light it for you.

The airy and spacious bathroom features pebble flooring, a large rain shower, and a door that opens directly onto the deck to capture balmy summer breezes. Bathroom products are hand blended and packaged at sister property Bells at Killcare using essential oil infusions inspired by Bouddi National Park and the extensive Bells gardens.



At 5.30 pm, guests are invited to share pre-dinner drinks and canapés while sommelier Adam Lambeth introduces the wines selected for the evening meal. Dress for dinner and head up to the Main House where a glass of bubbly Pol Roger awaits. Guests sit together around the large brass and Italian black granite bar and enjoy tasty Parmesan biscuits and slivers of potato, baked and topped with lime zest. Stefano chats about his recent trip to Italy and some of the amazing ingredients he sourced there, one of which—pistachio oil—features on the menu tonight. He offers each guest a teaspoon of this hand-pressed, nutty delicacy to try.

At 6 pm, guests head outside to meet an Indigenous elder from the Darkinjung people, who will be performing a didgeridoo welcome

ceremony. He captivates everyone with his knowledge of local dreamtime stories and shows us some ancient rock carvings present on the property. The three pieces of Aboriginal rock art that the property is home to have been dated at 8,000–10,000 years old. We participate in a smoking ceremony, where eucalyptus leaves are burned, and each guest takes turns to stand in the billowing smoke to 'cleanse' themselves. It's quite otherworldly, and a wonderful experience for both Australian and international guests to learn more about Indigenous culture and the land that the hotel is situated on.

Still buzzing from this unique hotel experience, guests head back into the Main House to be seated for dinner. The Ambach Italian kitchen is open plan and the chefs are busy



preparing for service. While all the guests have an opportunity to chat over evening drinks, the dining room is set up with four tables of two so that guests can enjoy a more private meal together. The table setting is rustic yet elegant, with a vase of local flora, Riedel glassware, beige linen tablecloths, handmade pottery from La Paloma Pottery of Hill End, and white French porcelain dinnerware from Limoges.

In true Italian style, dinner begins with *stuzzichino*—an appetiser—a morsel of tuna topped with Pol Roger, and crusty bread served with whipped truffle butter. There are three options for each course from which to choose, and the waiter helpfully goes through each dish. A *primi* of spinach mafalde with scampi and buffalo mozzarella is delicious, the handmade pasta very light. A glass of Villa Matilde Rocca dei Leoni Falanghina complements this dish beautifully. Adam's recommendations take all the guesswork out of wine pairings for the evening so that guests can just sit back and enjoy the flavours. *Secondi*—braised beef cheek with potato puree and pistachio oil—is sublime; the meat is oh-so tender and falls apart easily with the nudge of a fork. There are two red wine options—S.C. Pannell Nebbiolo 2010 from the Adelaide Hills and Isole e Olena 2012 Chianti Classico—and sticking with the Italian theme, the latter, from the Tuscany region, is a lovely

As its name would suggest, the Bayview Pavilion looks out over the sparkling bay in the distance and is a very luxurious place to rest one's weary head.

drop. For *dolce*, it's hard to go past the crème caramel with roast plums. The waiter recommends a sticky to try, and the hit of tangy passionfruit offsets the creaminess of the dessert.

Stefano heads around to each table during dinner, checking on guests and chatting with them, ensuring they are enjoying themselves. After such a beautiful dinner, it's wonderful to be able to meander down the garden path back to your pavilion. Before heading out the door, the chefs all wave goodnight, and Stefano picks some favourites from his vinyl record collection for you to listen to on the Rega Planar turntable in your pavilion.

Once your head hits that fluffy, white pillow there isn't much chance of staying up listening to tunes! This bed is so heavenly that it basically renders those in it comatose. You wake up late in the morning to the sound of birds chirping in the trees above. There's time for a quick dip in the plunge pool and a cup of herbal tea on the deck sitting in the sunshine before heading back up to the Main House to continue the Italian feast.

Breakfast is a stylish affair, the table dressed with a white linen runner and more rustic earthen tableware from La Paloma Pottery. Start with freshly squeezed orange juice, coffee from Espresso di



Manfredi, and a basket with house-baked breads and pastries tucked inside. Try the housemade granola with sheep milk yoghurt, rhubarb compote, and local honey while you mull over what to order next. The eggs are from Bells at Killcare, and you choose the signature Pretty Beach House eggs, Manfredi style—two fresh eggs fried on crisp sourdough crumbs and the choice of asparagus, Margin mushrooms, crispy prosciutto, spinach, herbs, traditional bacon made by a local butcher, or housemade pork sausages. You can choose as many or as few as you would like, but the crispy prosciutto is too good to share! Finish off with a platter of seasonal fruit.

Once set up with a bountiful breakfast, the rest of the day is yours to do as much or as little as you like, perhaps starting with a little lie down in that bed.

Pretty Beach House is the ultimate luxurious escape, offering guests the chance to relax in comfort and style while experiencing fascinating culture, flawless service, wonderful cuisine, and flora and fauna that are uniquely Australian. •

[prettybeachhouse.com](http://prettybeachhouse.com)



# Long Island in Bentley Style



Oheka Castle





## The Gold Coast mansions of New York's Long Island as seen from behind the wheel of Bentley's Mulsanne Speed.

By Robert La Bua

The town of Huntington, about an hour by car from Manhattan, is one of Long Island's most appealing, one with fine examples of Gold Coast wealth at its peak.

**T**he *Great Gatsby* epitomised the leisurely life of the upper classes on Long Island's Gold Coast in the 1920s, and F Scott Fitzgerald's classic novel remains a popular read to this day. Though the lifestyle of that golden era may no longer exist, the surprise is that many of the homes still do. At the height of its exclusive popularity, the north shore of Long Island was home to more than a thousand mansions; most people, even local New Yorkers, are unaware that 300 of the grand homes of the Gold Coast are still in existence. The vast majority are still private residences, which explains their low profile, but others are open to visitors seeking insight into an era of wealth unlikely ever to be repeated, though today there are still households of extreme wealth as witnessed by the number of fine automobiles turning into the driveways in the area. Bentleys seem to be especially favoured; the 2015 Mulsanne Speed, the latest automotive masterpiece from

Bentley Motors, makes an ideal choice for drivers who value speed and power as much as luxury and exclusivity.

The town of Huntington, about an hour by car from Manhattan, is one of Long Island's most appealing, one with fine examples of Gold Coast wealth at its peak. Huntington has a very welcoming feel; already unusual for a suburban American setting, Main Street and surrounding side streets hum with pedestrians strolling between cafés, restaurants, shops, and the Book Revue, one of Long Island's premier bookshops where authors and other famous people come for book signings and events more expected in Manhattan than on Long Island. The same happens at the Cinema Arts Centre, where renowned actors and directors give talks about their films. The Paramount Theater nearby brings a high level of quality entertainment to Huntington, with big names in town for concerts and other performances often gracing the marquee. ➤



Otto Kahn



Oheka Castle grounds

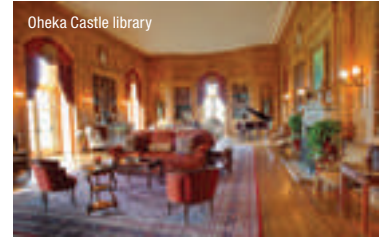


The discreet history of Huntington's wealth may be more typically characterised by billionaire businesswoman Meg Whitman than by fellow Huntington native Mariah Carey, but the town has long been a magnet for all types of successful people. Celebrated photographer Irving Penn and his wife Lisa Fonssagrives, the most glamorous model in the world in the 1950s and credited with being the first supermodel thanks to her canny business acumen, were among the post-Gatsby-era jetsetters who kept the north shore of Long Island a busy place for interesting people. It still is today, and, for curious travellers who have perhaps been to New York several times before and seek something new to experience,

Huntington makes an appealing destination, not least because it is the only place on Long Island where it is actually possible to stay in one of the fabulous Gold Coast mansions.

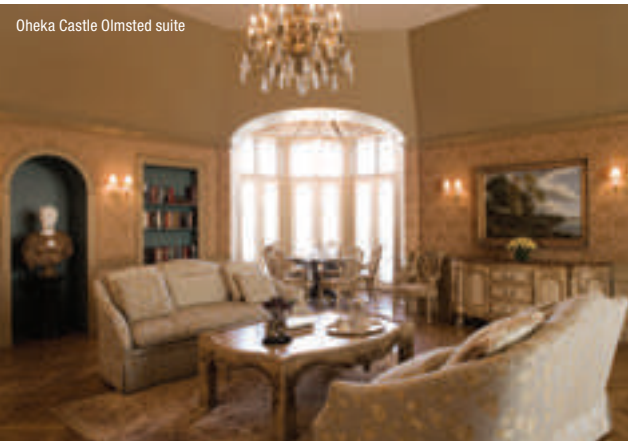
The word 'hotel' is something of a misnomer for Oheka Castle. The second-largest private home in America (after the Vanderbilt family's Biltmore House in Asheville, North Carolina), Oheka Castle was the home of Otto Hermann Kahn, a stupendously wealthy banker and businessman originally from Germany who came to America to seek his fortune—and fortune he certainly did find as he built his financial empire in the early twentieth century. Oheka Castle, over 10,000 square metres in size, served as the summer residence for the Kahn family. Mr Kahn had wanted to buy a site a few kilometres away to construct his home on the highest point on Long Island, but the owner refused to sell. Accustomed to getting his own way, Mr Kahn bought the current site and had tonnes of earth brought in to raise the height of the land to make it the (new) highest point on Long Island. People who grew up playing board games will recognise Mr Kahn's face; his mustachioed visage served as the model for Mr Monopoly.

Oheka Castle library



Oheka Castle today is a member of Historic Hotels of America. The large suites are favourites for locals who are having mansions of their own built in the vicinity, though travellers from the world over come to stay on the third and fourth floors in accommodation more reminiscent of private apartments than hotel rooms. The gardens and grounds remain a focal point of the property, which is invisible from the long, gated driveway despite its prominent location. Still owned by one family, Oheka Castle (the name comes from the name Otto Hermann Kahn) has been carefully restored to grandeur after decades of neglect and disrepair; full credit goes to the Melius family for their dedication and commitment to maintaining this important piece of American history. The castle makes an ideal base for exploring the Gold Coast; it is also a place where a Bentley can be parked without worry right in the castle's courtyard. Access to the hotel is strictly controlled; a security guard

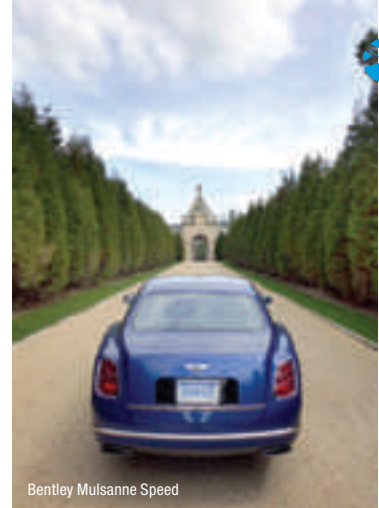
Oheka Castle Olmsted suite







Heckscher Museum of Art



Bentley Mulsanne Speed



Vanderbilt Museum Hall of Fishes

at the start of the long driveway ensures all visitors are vetted before entry to the property.

Another hardworking German immigrant to make good in Huntington was August Heckscher, who made his fortune in coalmining and railroads and proceeded to dedicate his later life to philanthropic causes, especially those related to the arts. The Heckscher Museum of Art, celebrating its 95th anniversary this year, is one of the jewels of the Heckscher legacy. A small institution, the Heckscher exists in a purpose-built building located in a small park landscaped specifically for the museum, which is home to a number of interesting works by a diversity of artists, including German painter George Grosz, who was one of many European artists to flee their homes during the upheavals of the twentieth century to find sanctuary on Long Island. Hanging in the museum is his greatest work, *Eclipse of the Sun*, a scathing critique of the world arms trade and the conflicts on which it thrives.

One of the smallest but best preserved homes on the Gold Coast is Eagle's Nest, the gentleman's retreat that belonged

to adventurer William Kissam Vanderbilt. Located in the Huntington village of Centerport, the Vanderbilt Museum is the only Gold Coast mansion where the original interiors and furniture have been preserved, thus easily evoking images of Mr Vanderbilt entertaining his equally illustrious guests such as the Duke and Duchess of Windsor. In addition to the mansion, the Vanderbilt estate is also home to numerous exhibits in separate halls as well as a full-scale planetarium, which can be hired for private shows. A keen hunter and fisherman, Mr Vanderbilt brought souvenirs and trophies of his world expeditions back to his little hideaway in the country; today, the exhibits of artefacts and taxidermy showcase such exotic destinations as Papua New Guinea, Africa, and the Galápagos Islands. A whale shark hanging from the ceiling of the Habitat exhibition hall is the largest taxidermied fish in the world, while a pair of shrunken heads is among the more amazing objects in the collections. The Vanderbilt Museum also has an Egyptian mummy as well as more modern relics like the 1928 Lincoln limousine in the original garage—not quite a Bentley Mulsanne of 2015, but certainly an impressive vehicle for its era. The Mulsanne is equally impressive, with the latest technology to complement the tradition of sophisticated motor cars with such features as paddle shifts on the steering column and a champagne refrigerator between the back seats.

Lavish as these homes may be, it must be remembered that these

For curious travellers who have perhaps been to New York several times before and seek something new to experience, Huntington makes an appealing destination.

were merely summer houses for families whose principal homes were grand residences on Fifth Avenue in Manhattan. The few mansions open to the public have joined together to form the Gold Coast Mansions of Long Island, a group that also includes Old Westbury Gardens and Mill Neck Manor, both of which, like the others, are impressive homes that can be hired for private events.

Long Island can be reached easily by flying an airline that knows islands. Philippine Airlines' new service to New York provides Australian travellers with the possibility of flying all the way to New York with international-level business-class service via Manila, as well as the possibility of stopping over in the Philippines to enjoy a short stay after a visit to Long Island. Bentley vehicles are available for hire from New York Exotic Car Rental. •

*bentleymotors.com*  
*philippineairlines.com*  
*newyorkexoticcarrental.net*  
*goldcoastmansionsoflongisland.com*  
*millneckmanorhouse.org*  
*vanderbiltmuseum.org*  
*heckscher.org*  
*ohoka.com*



Vanderbilt Museum bridge





# La Villa des Orangers

Marrakech, Morocco.

By Robert La Bua





A private mansion turned splendid *relais* in the traditional *riad* style, La Villa des Orangers is indeed a member of the prestigious Relais & Châteaux collection of fine hotel properties found in their sublime discretion all around the globe. The villa's inconspicuous entrance on busy rue de la Kasbah is easy to miss; it's meant to be. Those who pass through it, however, pass into an alternative reality of cool refinement very different from other luxury properties in Marrakech. With the air of a British gentlemen's club embellished with decorative touches of the African continent, the ambience of La Villa des Orangers is one of flawless sophistication cultivated for more than a decade under the fastidious leadership of General Manager Jean-Paul Compagnon, whose aptitude for meticulous supervision was perfected in Switzerland where he served as GM of Geneva's esteemed La Cigogne for 15 years.

As the former home of a privileged Moroccan family, La Villa des Orangers still exudes a heady air of elegance and grace, one readily breathed in by guests wanting to enjoy a home away from home in an environment simpler than that of larger hotels without sacrificing

the personalised service expected by affluent travellers. That this tranquil sanctuary should be found only a few hundred metres from Marrakech's Jamaa El Fna, one of the greatest street shows in the world, only adds to its appeal. Nearby in the other direction is the Royal Palace, which serves as the home of Morocco's King Mohammed VI when in residence in Marrakech, as well as the Saadian Tombs, famously rediscovered after centuries hidden behind a wall built as protection to conceal them from marauders.

La Villa des Oranger's 27 spacious rooms and suites are admirably understated in dark, neutral tones to soothe visitors after a day out amidst the stimulation of the city. If the colour palette is not enough to achieve that goal, there are two pools, one in the garden and one on the roof. For those verging on being overcome by the allure of Marrakech, further relaxation is available in the villa's spa, where a classic Moroccan gommage treatment will have senses restored in time for dinner—and you wouldn't want to miss that. Much to the benefit of its guests, La Villa des Orangers takes dining seriously. Elegant dishes are prepared with the finest ingredients and served anywhere on the property, according to guests' wishes; this

As the former home of a privileged Moroccan family, La Villa des Orangers still exudes a heady air of elegance and grace.



flexibility reiterates the feeling of being at home.

Though the word '*riad*' has come to mean 'guesthouse' in Western parlance, its original meaning as the courtyard around which Moroccan homes are built still holds true today. The ultimate accommodation option at La Villa des Orangers is a private *riad* off one side of the main courtyard. With two bedrooms, indoor and outdoor living rooms, and its own swimming pool, guests seeking total seclusion can simply close the imposing doors to the courtyard and revel in their private world of Moroccan luxury. ◦

[villadesorangers.com](http://villadesorangers.com)



# THE *Royal* TREATMENT

Enter the world of Royal Jet, the most luxurious airline in the world.

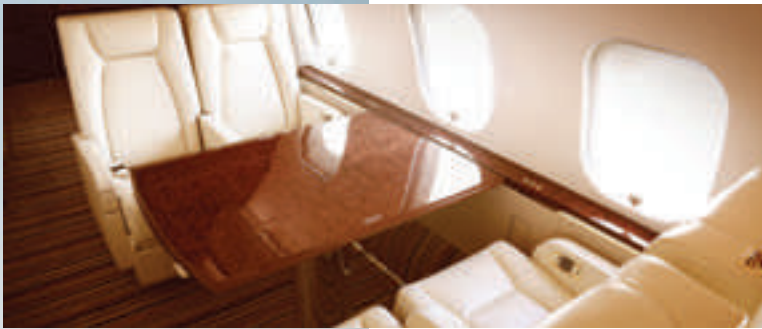
By Robert La Bua

As commercial airlines from one end of the Earth to the other attempt to outdo each other in quality with regard to their products and services in the air and on the ground, one company rises above the fray in peerless excellence. Based in Abu Dhabi is an airline that trumps them all both in the level of luxury and in destinations served. This airline flies to every major city in Australia and many minor ones as well; in fact, it flies anywhere you want.

The world's foremost VIP jet charter company, Royal Jet provides its clients with the last word in discretion and confidentiality, both of which are vitally important to the heads of state, members of royal families, and corporate titans who constitute the majority of Royal Jet's clientele. At its fixed base operation VIP terminal at Abu Dhabi International Airport, Royal Jet maintains a luxurious fleet of jets in a variety of sizes to suit the precise needs of this most elite set of travellers. From its new, 12-passenger Bombardier Global

5000 to the world's largest fleet of Boeing Business Jets (BBJ), which are the aircraft manufacturer's 737 modified for private use by a maximum of 46 passengers, Royal Jet provides the right fit for clients looking to fly in total comfort and total privacy. Whether for personal or business travel in aircraft configured for family transport or business meetings, passengers onboard Royal Jet's planes receive the utmost attention from highly trained flight attendants. Not only is the cabin layout configured as necessary; every aspect of the





performed by SR Technics at the renowned fleet management company's facility in Zurich.

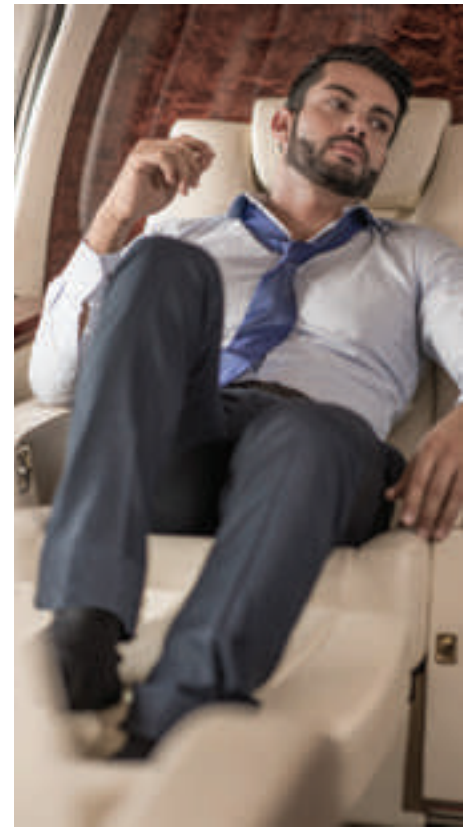
Royal Jet was recently recognised as the World's Leading Private Jet Service by the World Travel Awards for the eighth consecutive year. The Royal Jet Group is owned by Abu Dhabi Aviation and the Presidential Flight Authority (the royal flight service of Abu Dhabi). Royal Jet's chairman is His Excellency Sheikh Hamdan Bin Mubarak Al Nahyan, a visionary leader intent on further increasing Royal Jet's status and reputation as one of the world's leading jet charter companies. Royal Jet will be adding two new Boeing Business Jets to its fleet by the end of 2015, taking the number of BBJ aircraft in its fleet to eight. These acquisitions are part of a fleet expansion program that will increase the number of aircraft in the Royal Jet fleet to 20 by the year 2020 at a cost estimated to be US\$700 million. When money is no object, the objective is perfection in travel. •

[royaljetgroup.com](http://royaljetgroup.com)

flight can be arranged to suit individual tastes and preferences right down to the colour of the flowers in the vase.

In addition to their application to the luxurious interiors, the highest standards are also maintained on the ground and in the cockpit. Royal Jet's VIP Terminal at Abu Dhabi International Airport is a separate building located away from the public terminals used by commercial airlines. Pilots are the elite of their profession, and maintenance is rigorously undertaken. Engine maintenance, for example, is

Based in Abu Dhabi is an airline that trumps them all both in the level of luxury and in destinations served.





By Karl Peskett



# Vantage point

Aston Martin's venerable sports car may be getting on in years, but its latest iteration proves there's still plenty of life in this British brute.



**C**ool? Yes. Fashionable? Undoubtedly. Good-looking? For sure. Fast? Well, not so much.

Aston Martin is lauded for producing the best-looking cars on sale, and their desirability—thanks to supreme aesthetics—is backed up by the company topping the UK's Cool Brands list in the automotive category for many years. Speed, however, has usually been a by-product.

Convention dictates that a sports car is fitted with a powerful engine, and Aston Martins are fitted with a smooth V8 or V12; that base is thus covered, more or less. But if you wanted a seriously fast machine, it was the stables of Ferrari, Lambo, or Porsche you'd be peering into.

A few years ago, however, a decision was made at Aston to up the ante. Its smallest car, the Vantage, normally comes with a 4.7-litre V8. It's a nice enough engine and makes a wonderful, crackling din, but when the decision was made to shoehorn in the V12 engine from the much larger DB9, there were standing ovations all round. The extra power, the lung-collapsing howl, and even the chassis balance (with a much bigger engine, mind you) were all superb. For a time, that was enough to keep Aston Martin in the game. But as its competitors moved forward, the company had to follow suit.

It's said that many tweaks make wholesale change; thus the engineering team went to work. Extracting more power from the engine was a priority. The manual gearbox was turfed in favour of a robotised sequential shift, and the bodywork was altered to

Convention dictates that a sports car is fitted with a powerful engine, and Aston Martins are fitted with a smooth V8 or V12; that base is thus covered, more or less.



ensure it retained that delicate balance between slipperiness and tarmac adhesion.

Thankfully, the aerodynamic tweaks haven't been so drastic as to alter the look of the car; however, an objective eye notes that it's not quite as beautiful as the standard Vantage, mostly because of the open-mesh grille and the taller bonnet bulge which

contains louvres to help with heat extraction. But what it loses in beauty, it makes up in brutishness. The V12 Vantage S manages to combine sporting aggressiveness with grace and allure.

Cast your eyes over the smooth, aluminium bodywork, and details stand out—like the perfectly oval headlights, the sharp crease that runs the length of the bodyline, >



the flared-out sills, the lustrous side strakes, and the bootlip spoiler outline that echoes the Aston Martin grille. That rear three-quarter view is also stunning.

While you could spend an age poring over the proportions and taking in its seductive curves, it's when you pop the bonnet that you finally see what motivates this beast. The casting on top is a little misleading (it says 6.0-litres, but it is in fact a 5.9-litre V12), but we'll let that slide; the lack of 100 cc isn't a deal-breaker and certainly doesn't affect the headline figures.

Cultivating a whopping 565 bhp by harnessing the burn of 98 RON, the engine also produces 620 Nm. The interesting thing about this design, however, is that peak power and torque are both made above 5,700 rpm, and that can only mean one thing: It loves to rev. The redline kicks in at 7,200 rpm, so unless you're on the ball, you'll be bumping the rev limiter quite often, as we did on test. The best way around that is to let the gearbox do all the work itself.

The company is quite vocal in its belief that a human can't change gear quicker than a machine can, so when the V12 Vantage S was launched, the third pedal was deleted. You only get one gearbox option now, the Sportshift III AMT (automated manual transmission). An added bonus is that the new 'box is also 25 kg lighter than the manual transmission, and, in addition to the power bump, that means being able to launch from 0–100 km/h in just 3.9 seconds. Yes, this Vantage is properly fast.

If this is all sounding too good to be true, it is. While the engine is as smooth as double cream, the gearbox isn't. At low speeds, there's a lurching sensation as it cuts power, disengages one ratio, shifts the next one and re-engages power. While it's happening, a decidedly mechanical clunk and sliding sound occurs as the arms and linkages get worked by motors inside the gearbox. It's described as a robotised manual, and the sounds it makes live up completely to that description.



Stop-start traffic is the enemy of this gearbox.

The good news is that as the urgency increases, the disconcerting sounds decrease. The speed that it changes at also steps up so that under full throttle acceleration, it slams each home. The lurching sensation evolves into a snap change that isn't great for the neck but feels like a proper race car. All the while, the sonic V12 continues howling to the heavens with that glorious soundtrack, slamming through the gears until it tops out at 330 km/h. Ahem, if you're on an autobahn, of course.

But what makes the Vantage V12 S stand apart from the pack of Porsches, Ferraris, and McLarens is its steering. The wheel is chunky, but the diameter isn't too big. The rack ratio is 15:1, so it's extraordinarily direct. And the

weighting switches between medium and heavy depending on what setting the suspension has been put into. And it's the feel that really impresses.

Every crack in the tarmac, every pebble stuck between the tread blocks, each millimetre variance in camber beneath the wheels—you feel it all. The feedback is so clean, so pure, it's a complete contrast to the overassisted, artificial systems which are being foisted on us in the name of efficiency (we're looking at you, Porsche). If it's steering feel you're after, the V12 Vantage S has got it in spades.

But there's more. On the bottom of the wheel is a button that accesses the car's best setting. Thumb the Sport button and the gearbox alters its shift mapping, the throttle response is sharpened, and the exhaust flaps open to allow the





A sports car should make you feel good when you're driving it—and the Aston Martin V12 Vantage S has plenty of spine-tingling brilliance to keep you coming back for more.



engine to breathe. The exhaust note changes markedly at 3,000 rpm to a distinct metallic bark, which rises to a howl and then peaks in a metallic crescendo at 7,200 rpm.

Three stages of suspension damping are on offer: Normal, Sport, and Track. They may as well be renamed Road, Fun, and Goodbye-

Spine. Sport is the best compromise between ride comfort and razor-sharp handling, so it's the pick for most driving excursions.

Carbon-ceramic discs are standard, and despite their prodigious stopping power, a little more work on the modulation wouldn't go astray. After a while, the grabby brakes and the lurching gearbox tend to grate.

If you're getting the picture that this is a fun weekender but probably not the best for the daily grind, then you can appreciate what the V12 Vantage S has been designed for. It's hilariously,

riotously entertaining, perfect for a country-road blast or a track day, and with the best aural symphony this side of a Formula 1 car, it's worth sticking in the garage on fun factor alone.

Sure, it's not the most refined, the interior is looking ancient, and it's not the most practical, either, but its raw feel, its pin-point accuracy when steering, and its stupendous turn of speed all add up to make it an emotional choice rather than a logical one.

A sports car should make you feel good when you're driving it—and the Aston Martin V12 Vantage S has plenty of spine-tingling brilliance to keep you coming back for more. Is it cool? It's the automotive equivalent of liquid nitrogen: dangerous as hell, but so much fun to play with. •



# Raise a Glass

Learn to make cocktails like a mixologist while enjoying sweeping views at one of Sydney's most exclusive club lounges.

By Lauren Ingram

**T**he sun is shining, it's a beautiful 21-degree day, and you're standing on a balcony overlooking the glorious Sydney Harbour with a cocktail you've just been taught how to make in hand. What could be a better way to spend a Saturday afternoon?

If you've ever marvelled at how bartenders whip up tasty drinks and wished you could do the same at home, then the InterContinental Sydney's cocktail class is for you. The class is one of

Lime and Tonic's exclusive curated events, and is only available through its website. Lime and Tonic specialises in creating experiences from special dining events like being served a gourmet three-course meal on the Luna Park Ferris wheel, to tailored spa packages and weekend escapes.

Upon arriving at the InterContinental for our class, we take the lift to the thirty-first floor, where we're welcomed into the club lounge by a staff member and offered a seat while the final

preparations for the cocktail class are made. We opt to wait on the balcony, where there is a panoramic view of Circular Quay, showcasing the Harbour Bridge, Sydney Opera House, and the Royal Botanic Gardens.

Franco, the InterContinental's expert mixologist and our teacher for today, introduces himself and explains how the class will work. Franco is going to be teaching us how to make three different cocktails, all classic recipes that he has customised over the years, as well as some of his tricks of the trade.





Franco takes us to the bar, where there is a mixology station for each person. The first cocktail we make is a classic champagne cocktail, which Franco explains has been around since the American Civil War and has been popular ever since. The cocktail combines bitters, sugar, and cognac with Australian sparkling wine, and is perfect as a pre-dinner drink. Franco guides us step by step on how to make the drink, giving us tips you won't find in a bartending book or from an internet recipe.

We now get time to enjoy our cocktails on the balcony while Franco prepares for what we'll be making next—a lychee martini. After enjoying our cocktails in the sun, Franco brings us back in and gives us a brief history of the martini. We learn how to muddle, shake, and measure properly, and Franco even takes a few action shots on my phone so we have a record of our new skills in action.

As we enjoy our lychee martinis, canapés are brought to the table for us to enjoy. First up is a mini salad with quinoa, beetroot, radish, and feta, which is light and a perfect accompaniment to the sweetness of the cocktail. Next comes oysters with caviar, followed by trout, both of which are undeniably fresh. Last

If you've ever marvelled at how bartenders whip up tasty drinks and wished you could do the same at home, then the InterContinental Sydney's cocktail class is for you.

but not least is a beef and blueberry canapé, the savoury beef offset by the semi-sweet blueberry in a delicious mouthful.

After finishing our canapés, the last cocktail for the day is a sour, with the option to make a whisky sour, a Frangelico sour, or an almond sour. By this time we're pros, and build the cocktail fairly easily, with Franco watching on. He tastes all our cocktails and gives us his feedback, with the result being a thumbs up. Class complete, we get to relax, take in the views, and enjoy our sours.

### Franco's top tips

- Use large chunks of ice when possible; small pieces of ice will melt quickly and dilute the cocktail.
- If you don't have a muddler, a wooden rolling pin will do the trick just as easily.
- Always chill your glasses prior to making cocktails.
- Canned fruit will work in a pinch if you don't have fresh.
- Experiment with recipes; but remember, cocktails are all about balance of flavours. •

*limeandtonic.com*  
*icsydney.com.au*

### Franco's classic champagne cocktail

The classic champagne cocktail dates back to the American Civil War, and unlike many other cocktails has remained virtually unchanged since the recipe was first published in *Bon Vivant's Companion*, one of the first cocktail manuals, in 1962. It's also an official International Bartender's Association cocktail, and remains popular to this day. While the cocktail is often garnished with a maraschino cherry or orange slice, Franco's version uses a lemon twist.

#### Ingredients

Angostura bitters  
1 white sugar cube  
30 ml (1 shot) of cognac  
Sparkling wine  
Twist of lemon zest

#### Equipment

Napkin  
Jigger (shot measure)  
Chilled champagne flute

#### Method

1. Place the sugar cube on the napkin and splash 4–6 drops of bitters onto the sugar cube. The sugar will soak up as much bitters as it can while the napkin will absorb any excess so the balance of flavours is right.
2. Place sugar cube in the base of the champagne flute.
3. Add 30 ml of cognac to the champagne flute, then top up with sparkling wine.
4. Take the lemon twist and gently squeeze over the flute, peel side down. Run the zest around the rim of the glass, then drop into the cocktail.
5. Enjoy!





# FATHER'S DAY

Make every father's day with something from this selection of gifts.

By Edwina Dittmer

Baxter of California shave kit,  
\$200, [mrporter.com](http://mrporter.com)



Apple Watch Edition 42-mm  
18-carat gold and navy leather  
watch, \$21,000, [apple.com/au/](http://apple.com/au/)



Byredo 'Mister Marvelous' 100-ml eau  
de parfum, \$229, [mecca.com.au](http://mecca.com.au)





Cutler and Cross tortoiseshell and metal sunglasses, \$678, [mrporter.com](http://mrporter.com)



Haydenshapes marble print 'Fracture' surfboard, \$1,495, [haydenshapes.com](http://haydenshapes.com)



Rex Dupain, *Australia: 150 photographs*, \$59.95, [penguin.com.au](http://penguin.com.au)

MJ Bale 'Sylvestre' silk five-fold tie, \$159.95, [mjbale.com](http://mjbale.com)



Louis Vuitton iPhone 6 folio, \$340, [louisvuitton.com](http://louisvuitton.com)



By Modi Song

# How to Accessorise LIKE A BOSS



There's more to power dressing in the big leagues than wearing a tailored suit and fancy shoes.

**T**he finer details are what catch the eye in any executive ensemble and separate the contenders from the pretenders, whether it's the stately timepiece on the wrist, a pair of exotic leather cufflinks, or a colour-coordinated pocket square.

Whichever accessories you decide to wear, remember that less is more. A good rule of thumb is choosing up to three accessories and ensuring that they're noticeable but also subtle enough that they don't dominate your entire outfit.

## Go in strong

One of the first rules of accessorising like a boss is having a good foundation—and I don't mean the type that goes on your face. Accessories will demonstrate your good taste and accentuate your outfit, but if your clothing fits poorly or is of inferior quality, then no-one will even notice the extra yards you've gone to with your accessory selection.

First and foremost, invest in a good-quality 100-per-cent wool suit. Wool is renowned for its fineness and breathability, which is ideal for the Australian climate. Wool also drapes nicely against the body due to its elasticity. Second, make sure that the suit actually fits you. Your money is better invested in a custom-tailored suit over a name brand, as the latter won't matter if it hangs off your frame or it's too tight.



## Choose quality over quantity

It's far better to invest in a handful of high-quality pieces than a larger selection of mediocre ones. This applies to everything from your socks and wallet through to your tie and watch. Not only will your items last longer if you spend a little extra on them, but you'll also make a statement whenever you wear them. Don't underestimate the power of higher-priced items—they can make you feel like a million bucks and translate into that extra bit of confidence you need to land a new client or deal with a difficult colleague.

## Watch out

Invest in a watch that's good enough to pass down as a family heirloom. A watch is more than just a way to tell time, which, after all, you can now do on your phone anyway. Think of it as a status symbol that tells the world you've reached a certain level of success. Even if you haven't reached Rolex levels of financial security, you can lead people to assume you have by wearing the right timepiece.

Choosing the right watch can be a complex, time-consuming, and highly personal endeavour. However, there are a few general rules of thumb you can follow. For corporate occasions, conservative dress watches are best—leave the gaudy sports watches for your nights out on the town. The watch face should be simple and understated, belying the complex Swiss-made mechanics lurking below the surface. Quartz movement watches offer the best balance between precision and ease of use, although Swiss watch purists will insist on the mechanical movement of an automatic or manual timepiece.

## Tie yourself down

Chosen well, a tie pulls the rest of your outfit together, but it's easy to go wrong. Stay away from anything made with polyester; silk ties are the way to go as they feel and hang better, but also last longer than the cheaper equivalent.

You should put some serious thought into the colour and pattern of the ties you wear as this says a lot about your personality. It's no coincidence that politicians favour red ties as this colour is indicative of power and strength. Patterned ties (think herringbone and houndstooth, rather than some of the more garish designs) suggests the wearer is complex and multilayered, while a purple tie demonstrates self-confidence. For conservative workplaces and occasions, it's hard to go wrong with a navy silk knitted tie.

## Put your money on show

A good-quality leather wallet says much about your station in life, so the higher-quality hide that's used, the better. A bit of wear adds character to the leather, but if it's scuffing at the corners and losing its shape, it's wise to invest in a new one.

Money clips are a versatile wallet alternative that says the holder has mastered the art of gentlemanly accoutrement. There's something quite powerful about a man who carries a stack of crisp, neatly folded bills in a money clip.

## Choose your socks wisely

You may not give a second thought to your sock selection as they're barely visible when worn with a suit. However, they tell a great deal about you. A man reveals his socks while sitting down, and when he shows colours that are perfectly matched to his shoes or other accessories (such as ties or pocket squares), this speaks volumes about his level of sophistication. It should go without saying that both socks should match in type and colour.

## Think outside the (pocket) square

Try to choose accessories that are unique as a way to stand out. You could look for ones that are made out of natural material that's different to what is conventionally used. A good example is cufflinks. While the vast majority of them are made out of sterling silver, you can make a statement with



Accessories will demonstrate your good taste and accentuate your outfit, but if your clothing fits poorly or is of inferior quality, then no-one will even notice the extra yards you've gone to with your accessory selection.

cufflinks constructed from wood or leather.

Antiques can also be repurposed as vintage fashion pieces, giving you a sense of style that no-one else can imitate. This could be an old pocket watch or tie clip, or even a hand-me-down suitcase. Not everything in your grandfather's war chest can be resurrected for modern fashion, however. Garish paisley ties and retro bowler hats are best left in the past.

## Bring down the bling

Tempted as you may be to wear your wealth in the form of thick gold chains and bracelets, the rule of less being more once again applies. Simple wedding rings are always acceptable, but you don't want to adorn your hands with too much gold or silver. It's crass, and gives the sense that you're trying way too hard to impress other people. •



### About Modi Song

Modi is a mens fashion commentator and co-founder of Joe Button, an online retailer that specialises in premium-quality bespoke suits and shirts. She's a big believer in the clothes making the man, and works with a large stable of repeat clients across corporate wear, weddings, and formal occasions.



# Business *or* Pleasure

The Bridge Room in Sydney's CBD is the place to go for a modern take on the classic business lunch.

By Edwina Dittmer

**N**estled in a light-filled space on the ground level of a 1930s heritage-listed building is two-hatted restaurant The Bridge Room. Moments from Circular Quay and amid blocks of skyscrapers, The Bridge Room is doing unique things with seasonal ingredients while retaining a sophisticated atmosphere for the business clientele who regularly frequent the restaurant.

Chef and owner Ross Lusted has worked in a number of award-winning restaurants and hotels, including Rockpool, Park Hyatt Sydney, Singapore's Mezza9, and the international Amanresorts. His time spent overseas, especially in Singapore, has been a major influence on his cooking and the flavours he uses. The Bridge Room is Ross's first restaurant, and his involvement in every aspect is evident, from the kitchen's custom-built Robata-style grill to

the custom-made ceramics. In 2014, Ross was awarded with *The Sydney Morning Herald's Good Food Guide's* Chef of the Year as well as *The Weekend Australian Magazine's* Hottest Chef in Australia.

The Bridge Room is a calm respite from a rainy Sydney evening, and we are welcomed warmly and shown to our table. Sommelier Josh Renshaw suggests a cocktail to begin the evening, and from



there we can sit back and relax. The restaurant is almost at capacity with diners, but the hushed conversations and well-dressed elegance of the patrons makes for a refined atmosphere. Unclothed oak tables are set with felt placemats and a small pot of succulents, while Autoban 'deer' armchairs provide some trendy designer cool.

Cocktails are delivered to the table and are just what the doctor ordered after a long work day. We have a wonderful waiter, James, who goes through the menu explaining each dish, the way it is cooked, and how the flavours work together. He says, "The restaurant has no signature dish, but a signature style." Ross's unique cuisine is inspired by dishes from Europe and Asia, and crafted using the best seasonal ingredients.

With some help from James, courses are chosen and the sommelier takes care of the wines. The Fraser Island spanner crab with pine mushroom cream, pickled pine mushrooms, celeriac salad, and palm hearts sounds too good to pass up, and has been reworked on this rainy evening due to the lack of availability of pine mushrooms. The crab is matched with a light salad composed of nashi pear, mandarin, and slivers of chestnuts. James informs us that there are two dishes that are so popular the chef can never take them off the menu, one of them being the Moreton Bay bugs with roasted chilli paste, tamarind, endive, apple, and celery salt. This dish reflects Ross's Singaporean influences and it's easy to see why this is a mainstay on the menu. A glass of 2013 Celler del Roure 'Cullerot' Verdil Pedro Ximenéz blend is crisp and refreshing and matches nicely with the seafood courses.



The Bridge Room is doing unique things with seasonal ingredients while retaining a sophisticated atmosphere for the business clientele who regularly frequent the restaurant.

Waiting for main courses to be brought to the table is a good time to look more closely at all the carefully thought-out details that make up the restaurant's relaxed aesthetic, such as the cream felt origami feature wall, the herringbone parquet floors, and the large vases of native flora in the windows.

Next up we have the wild-caught snapper with burnt celeriac, foraged mushrooms, cipollini onions, grilled onion powder, and sticky chicken sauce. The wine is a 2011 Rimauresq Petit Rosé and has subtle floral notes and a clean finish.

The other dish that is so popular it can never be taken off the menu is the ash-grilled duck. Today served with white carrots, salsify, medjool dates, burnt orange sauce, preserved lemon, and carrot leaves, it's a juicy piece of beautifully pink duck flesh with wonderfully wintry flavours. A glass of 2007 Château Mont-Redon Châteauneuf-du-Pape GSM has a delicate nose of ripe, small red and black fruit with a hint of spice—an ideal match for the duck.

Fresh from a challenge-winning appearance on *MasterChef*, Ross is busy in the kitchen but takes a moment to pop out to see how the meal is going and to explain some of the more complex elements on the menu. Ross is very personable and wants his diners to have a great experience in his restaurant. His passion for different flavours shines through on the plate.

The typical cheese course has been reinvented at The Bridge Room. Whipped 15-month-old



Parmigiano Reggiano is served with burnt apple and spiced bread. A glass of 2004 Torbreck The Factor Shiraz is multilayered on the palate and is an indulgent match for the Parmigiano.

A must-try on the dessert menu is the whipped black sesame with toasted sesame powder, melon, puffed black rice, and coconut sugar. It looks like ice cream, tastes a little like caramel, and has a beautiful mouth-feel—a very inventive mix of flavours that work perfectly. The sommelier has matched sake with the desserts, and the Tengumai Yamahai Jikomi Junmai is slightly golden in colour with a spicy aroma and crisp finish. The aerated passionfruit with roasted nougatine, passionfruit ice cream, passionfruit seed powder, and glass biscuit pops with fresh summer flavours that can be enjoyed year-round.

The Bridge Room is a wonderful restaurant for a business lunch or dinner, marking a special occasion, or simply stopping by after work for an elegant meal. Ross's innovative, delicious cuisine is presented beautifully, and the flawless service throughout the evening by every staff member makes it a must-visit destination in Sydney's dining scene. ♦

[thebridgeroom.com.au](http://thebridgeroom.com.au)

# Advertiser Directory

Acquire BPO.....	acquirebpo.com/au.....	132
Action Sports.....	actionsports.com.au .....	29
AESP Coffee.....	aesp.com.au .....	72
Alcatel Onetouch.....	alcatelonetouch.com.....	63
Australia-Israel Chamber of Commerce.....	aicc.org.au .....	131
CEO Trade Mission.....	ceotrademission.com.....	66
Converga.....	converge.com.au .....	43
John Holland .....	johnholland.com.au .....	55
Kayser.....	kayserlingerie.com.au .....	26
Maserati.....	maserati.com.au.....	2
Match Media.....	matchmedia.com.au .....	62
Qantas .....	qantas.com.au.....	46
QBE.....	qbe.com.au/stories.....	96
Sandstone Technology.....	sandstone.com.au .....	94
SAP.....	sap.com/australia/simple .....	11
Sheppard Cycles .....	sheppardcycles.com .....	30
Tattoo Removal Laser Clinics .....	tattooremoval.com.au.....	81
Toyota.....	toyotafinance.com.au.....	76
Unstoppables.....	unstoppables.com.au.....	4
Ventia.....	(02) 9644 0374.....	58
Viva Energy Australia .....	vivaenergy.com.au .....	9
Whisky Dinner.....	(02) 9955 5998.....	100
Winslow Constructions.....	winslow.com.au .....	90
Wipro.....	wipro.com .....	57
Zamtech Truck Service .....	zamtech.com.au.....	56



# STAYING HEALTHY When TRAVELLING

Sometimes when travelling it can be easy to let healthy habits slide, only to feel awful later on. Follow these tips to stay fit and healthy when travelling for business or pleasure.

By Lauren Ingram

The key once you've reached your destination is to make mindful choices.

Eating healthy and being active can be difficult at the best of times when you're at home with a fully stocked kitchen, a nearby gym, and a solid routine. But when you're away from home in another city, another state, or another country, it can be almost impossible. Luckily, there are things you can do to stay healthy when travelling.

The first big setback to staying healthy when travelling for either business or pleasure is hotels. Unless you're staying in an apartment-style hotel, a full kitchen usually isn't part of the package and cooking your own food is out of the question. Emma Esslemont, the founder of Wellbeing Worldwide, understands this all too well. "Living out of hotels and working in a foreign city is a recipe for letting healthy habits fall by the wayside," she says.

A self-confessed health junkie and personal trainer, Emma was finding it difficult to maintain her healthy lifestyle on the go. With her experience in travel, healthy eating, and exercise, Emma knows all the tricks to making sure you can stay healthy when travelling. Longhaul flights can be especially draining on your health, with aeroplane food and sitting down for long periods at a time. "I always do two

things on the day of a longhaul flight. The first is exercise—there is nothing better than one final sweat session at the gym before a 15-hour flight. The second thing is to have a big meal, full of all my favourite things; that way, I'm not relying too much on plane food."

The key once you've reached your destination is to make mindful choices. Even at a conference or eating out, you can choose the healthier option of something salad based or with lots of protein. Stay away from things with lots of sauce or carbohydrates, as they usually contain excess salt and sugar.

It's also easier than you think to get some exercise in while travelling. Walking through a city when you might have otherwise taken a taxi is incidental exercise, as well as letting you experience the city you're visiting in a more authentic way. Booking into a hotel with a gym also helps make exercise easier. "Pack your exercise clothes," Emma says when asked about how to exercise when overseas. "They won't be any use to you back at home; at least, if you have them in your bag you are one step closer to doing some exercise while you are travelling."

One of the biggest traps for people who are trying to stay healthy when travelling is availability. It

can be difficult to find healthy options, so don't beat yourself up about it if you can't eat clean 100 per cent of the time. In the end, if you're on holiday or travelling for work, don't worry if you slip up a little. You're away from home, and part of the point of being in another city or country is to experience the food and culture. But remember these tips so you can still maintain some of your healthy lifestyle and not put on too many kilos while away.

## Top tips for healthy travelling

- Take a drink bottle with you so you always have fresh water on the go.
- If you can't find a gym, there are tutorials online that show you how to work out at home—check out 'Blogilates' on YouTube.
- Pack healthy snacks to take with you on longhaul flights.
- Check with your GP before you travel for immunisations and prescription refills.
- If unsure of a meal at a restaurant, steak and salad is usually a sure bet.
- Walk through cities when you can—you get to see more and get exercise. •



# The Business of Writing

Utilising your skills in business can uncover new talents you never knew you had.



By Martin Chimes

There are many titles I could lay claim to: adventurer, triathlete, entrepreneur, CEO. But author? That title would make me feel a bit of a fraud. Me? I am just a guy who wrote a book.

Being an author is serious stuff. It's a daunting profession. It requires imagination, compelling storytelling, clear articulation, intellectual creativity and, above all, tenacity, dedication, and endurance.

But, then, how is any of that too different from being a businessperson or CEO?

I spent half a lifetime living in South Africa, serving in the military, travelling the length and breadth of the country in Land Rovers and on dirt bikes, canoeing the rivers, climbing the mountains, and competing in Iron Man triathlons, all while studying, graduating, and working my way up the corporate ladder to the point where I was ready to emigrate to a new country and blaze a new trail for myself and my family.

So what did I find out about myself as I started out on my new career in my new country?

I found that I was hungry and ambitious. I needed to be in my own business. From simple beginnings, I bought a small retail sports store called Adiaction, an Adidas-only specialist store. I saw potential for growth and dreamed of a chain of identical stores. Imagining how this might unfold, I began telling stories to my partner and small staff about what we could achieve if we all shared the same vision in our minds, and of how that business might look if we could accomplish such a dream.

Adiaction was a great success, and the formula was used time and again to start new businesses and build them. Over the years, my companies became significant national suppliers within the shopfitting industry, office supplies industry, car wash business, and others.

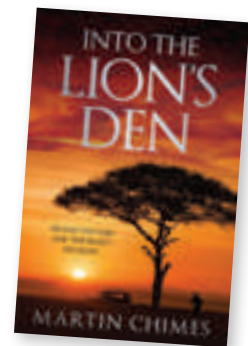
Along the journey of life, I found that I had many stories to tell. Flirting with the truth and creating imaginary plots gave birth to *Into the Lion's Den*, my way of telling those stories within a fictional setting. It is a saga of the love of family, and of three generations of fathers and sons; an action thriller about man's will to survive in the face of an implacable malevolence.

Writing the manuscript, editing it, rewriting, re-editing, proofreading, designing the cover, self-publishing

and, then, finding a world-class professional publisher, called upon the same skill set that is mostly inherent in every person who has ever been a business leader.

If you are reading this and believe that you too have a book in you, all you have to do is call upon your existing skills to join the club of guys and girls who have written a book. And if you do it more than once, you can call yourself an author. •

*Into the Lion's Den* is out now, \$29.99, [harlequinbooks.com.au](http://harlequinbooks.com.au).



#### About Martin Chimes

Martin Chimes is a veteran businessman responsible for many successful start-ups over a 30-year career. Among his many achievements are building the largest stationery supply chain in the Southern Hemisphere and being recognised with the 2006 Ernst and Young Entrepreneur of the Year Award.





Australia-Israel Chamber of Commerce

# Leadership in Focus

The Australia-Israel Chamber of Commerce is proud partners with *The CEO Magazine* to bring the business community firsthand insights from some of Australia's top industry leaders.

AICC is committed to inspiring the leaders of today and tomorrow. We connect people at the highest level and create opportunities found nowhere else.

Book online now for our upcoming business lunch:

## Global Perspective on Business, Finance and Ethics

with **Jennifer Westacott**, Chief Executive, BCA;  
**Sally Loane**, CEO, Financial Services Council;  
**Stephen Dunne**, MD, AMP Capital/ Chair, BFO  
and **Simon Longstaff**, BFO Board member and ED,  
St James Ethics Centre

**Thursday, 3 September 2015**

**12:00 to 2:15pm**

**Shangri-La Hotel, Sydney**

**Sponsored by: Optus**



AICC National Sponsors



Visit our website for the events calendar information

**[www.aicc.org.au](http://www.aicc.org.au)**

Follow Us



@AICC\_NSW



/company/australia-israel-chamber-of-commerce





# Where CEOs take their companies to grow

Australia's largest outsourcer to the Philippines

## SERVICES

Contact Centre

BPO

IT & Professional  
Services

Animation

Marketing

## THE OFFSHORE ADVANTAGE

- Australian-owned and managed organisation offering unparalleled access to key stakeholders and transparency of operations
- 7,000 dedicated employees servicing a range of corporate and ASX-listed companies
- Robust understanding of the Australian regulatory and compliance landscape
- Australian-based Prince2-certified Project Managers ensuring risk-free transition
- Philippine offices fitted out to Australian standards
- Extremely experienced Philippine leadership team delivering a performance edge over our competitors
- First-class network topology, leveraging Tier 1 carrier-grade submarine cable networks to ensure high availability of contact centre operations

Contact us today to find out how you can acquire the offshore advantage!

☎+61 3 9956 0000

[www.acquirebpo.com](http://www.acquirebpo.com)

Scan for a  
glimpse of  
our people,  
facilities  
and value  
propositions

